

**BOARD OF GOVERNORS**  
**March 30, 2021**  
**2:00 p.m. to 4:00 p.m.**  
**Video and Teleconference**

<b>Time</b>		<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
<b>2:00</b>	<b>1.</b>	<b>IN-CAMERA DISCUSSION (Board Members Only)</b>	Tony Staffieri	Information
<b>2:05</b>	<b>2.</b>	<b>IN-CAMERA DISCUSSION (Executive Group Invited)</b>		
<b>END OF IN-CAMERA SESSION</b>				
<b>2:35</b>	<b>3.</b>	<b>INTRODUCTION</b>		
	3.1	Chair's Remarks	Tony Staffieri	Information
	3.2	Approval of the March 30, 2021 Agenda	Tony Staffieri	<b>Approval</b>
<b>2:40</b>	<b>4.</b>	<b>REPORT FROM THE PRESIDENT</b>	Mohamed Lachemi	Information
<b>2:50</b>	4.1	Opportunities Working Group: Agile Workforce	Jenny O'Donnell	Information
<b>3:10</b>	<b>5.</b>	<b>REPORT FROM THE SECRETARY</b>	Julia Shin Doi	Information
	5.1	2021 Board Elections Report	Julia Shin Doi	Information
<b>3:15</b>	<b>6.</b>	<b>REPORT FROM THE INTERIM-PROVOST AND VICE PRESIDENT ACADEMIC</b>	Saeed Zolfaghari	Information
<b>3:30</b>	<b>7.</b>	<b>DISCUSSION ITEMS</b>		
	7.1	<b>REPORT FROM THE CHAIR OF THE EXECUTIVE COMMITTEE</b>	Jack Cockwell	Information
	7.2	<b>REPORT FROM THE CHAIR OF THE FINANCE COMMITTEE</b>	David Porter	Information
	7.2.1	Fiera Capital Report – December 31, 2020	Joanne McKee	Information
	7.2.2	2021-22 Budget: Government Funding Update and Budget Strategy	Mohamed Lachemi Saeed Zolfaghari Glenn Craney	Information

3:35	7.3	<b>REPORT FROM THE VICE-PRESIDENT RESEARCH AND INNOVATION</b>	Steven Liss	Information
	7.3.1	Scholarly, Research and Creative (SRC) Activities at Ryerson: Scaling SRC Through Partnership and Collaboration	Steven Liss	Information
	<b>8.</b>	<b>CONSENT AGENDA</b>		
	8.1	Approval of the January 29, 2021 Minutes	Tony Staffieri	<b>Approval</b>
	8.2	Authorization to Conduct Business with the Canadian Revenue Agency	Joanne McKee Jennifer MacInnis	<b>Approval</b>
	<b>9.</b>	<b>FOR INFORMATION</b>		
	9.1	University Relations Monthly Metrics and Reach	Jennifer Grass	Information
	9.2	Ryerson Performance Indicators	Glenn Craney	Information
<b>4:00 10.</b>		<b>TERMINATION</b>		
		<b>NEXT MEETING OF THE BOARD – April 26, 2021</b>		

## **Index of Presenters**

### **Board Members:**

Jack Cockwell, Chair of the Executive Committee  
Mohamed Lachemi, President & Vice-Chancellor  
Catherine Paisley, Chair of the Audit Committee  
David Porter, Chair of the Finance Committee  
Tony Staffieri, Board Chair

### **Executive Group Members:**

Glenn Craney, Deputy Provost and Vice-Provost, University Planning  
Jennifer Grass, Assistant Vice-President, University Relations  
Steven Liss, Vice-President, Research and Innovation  
Joanne McKee, Chief Financial Officer  
Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer  
Saeed Zolfaghari, Interim-Provost and Vice-President, Academic

### **Senior Management and Other Presenters:**

Jennifer MacInnis, Associate General Counsel and Assistant Secretary  
Jenny O'Donnell, Chief Human Resources Officer  
Richard Simm, Partner and Managing Director, KPMG

## **MISSION STATEMENT**

The special mission of Ryerson University is the advancement of applied knowledge and research to address societal need, and the provision of programs of study that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields.

As a leading centre for applied education, Ryerson is recognized for the excellence of its teaching, the relevance of its curriculum, the success of its students in achieving their academic and career objectives, the quality of its scholarship, research and creative activity, and its commitment to accessibility, lifelong learning, and involvement in the broader community.



**Ryerson University**  
**President's Update to the Board of Governors**  
**March 30, 2021**

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**BOARD OF GOVERNORS ELECTIONS** – The results of the 2021 Board elections were announced on March 5. Congratulations to new Board members representing their constituencies: for faculty, Seth Dworkin (Mechanical and Industrial Engineering) and Michael Kolios (Physics), who will serve two-year terms; for administrative staff, Marcelle Mullings (director of Student Housing and Community Care), who will also serve a two-year term; and for students, Hiba Al-Jarrah (Biomedical Science), Trinity Ho (Urban and Regional Planning), and Christopher Randall (MSc program, Environmental Science and Management), who will each serve a one-year term. All new members will begin their terms on September 1, 2021. Voting for the alumni Board member will take place June 11–21, 2021.

**APPOINTMENTS**

*Jennifer S. Simpson* has been appointed provost and vice-president, academic effective July 1, 2021. Jennifer has over 20 years' experience in academia, with expertise in higher education, race and equity, critical theory and pedagogy, and communication. Currently, she is dean of the Faculty of Humanities and Social Sciences at Memorial University of Newfoundland and Labrador, and she serves as chair of the national deans' initiative regarding the value of the humanities and social sciences. Previously, Jennifer chaired the Department of Drama and Speech Communication at the University of Waterloo and held academic appointments at Indiana University – Purdue University Fort Wayne and Portland State University. Jennifer has received \$500,000 in research funding and directed a national research project on racism and colonialism in Canada. She has written two books addressing higher education, race, equity, and democracy. She holds a PhD in interdisciplinary studies from Northwestern University, an MA in theology and ethics from the Lutheran School of Theology at Chicago, and a BA in political science and philosophy from California Lutheran University.

*Remi Warner* has been appointed director of Ryerson's Human Rights Services effective January 2021. Previously, he was senior manager of the Human Rights Office at the Toronto District School Board, during which time he developed the board's focus on proactive, systemic human rights promotion. Prior to this, he served for ten years in various policy-related positions, including as an analyst, an advisor, and a consultant at the Ontario Human Rights Commission, the Ontario Public Service (OPS), the Ministry of Community Safety and Correctional Services, and the Anti-Racism Directorate of the OPS' Cabinet Office—where he also served as manager of research and strategic initiatives. In that last role, he led the development of the provincial government's 2017 strategic plan for anti-racism, *A Better Way Forward*, and played lead roles in drafting Ontario's 2017 Anti-Racism Act and in developing the province's data standards for identifying and monitoring systemic racism. Remi holds a PhD in social anthropology from York University and an MA in Culture, Race and Difference from the University of Sussex.

## CONGRATULATIONS

The *Daphne Cockwell Health Sciences Complex* has won a 2021 Award of Excellence from the Council on Tall Buildings and Urban Habitat (CTBUH) in the Mixed-Use Building category. Designed by Andrew Frontini at Perkins & Will, the 28-storey building, which brings together four academic programs and a student residence tower, was cited by CTBUH for its social spaces that “offer dramatic views over the city and promote the growth of communities at every level of a tall building.” Along with the other buildings in its category (35 Hudson Yards in New York City and Telus Sky in Calgary), it is a nominee for the Overall Category Winner Award, which will be given at the 2021 Tall + Urban Innovation Conference, to be held virtually in May.

*Samir Sinha*, co-chair of the National Institute on Ageing, adjunct professor at the Ted Rogers School of Management (TRSM), and member of Ryerson’s Board, has been ranked #3 on the Medical Post’s 2021 Power List. The list is compiled through interviews with doctors about who they think has power within Canada’s healthcare system.

*Donna Young*, founding dean of the Faculty of Law, and *Sara Asalya*, special events coordinator at the Ted Rogers School of Management (TRSM) and founder and executive director of The Newcomer Students’ Association (which started at Ryerson in 2016), have both been named by the Toronto-based organization Women of Influence as Top 25 Women of Influence for 2021. They received their awards during a virtual ceremony on March 10.

Five *Ryerson researchers* have received Social Sciences and Humanities Research Council (SSHRC) Partnership Engage Grants through the organization’s COVID-19 Special Initiative, which funds collaboration between post-secondary institutions and partner organizations from the not-for-profit, private, and public sectors. *Cintia Cristiá* (RTA School of Media) is partnering with the National Arts Centre on “Visual Music. Enhancing the National Arts Centre Orchestra’s remote connection with their audience during COVID-19 social restrictions through innovative digital tools.” *Sara Edge* (Geography & Environmental Studies) is partnering with the City of Toronto on “Preparing for food security after COVID-19: Strengthening equity and resiliency in future emergency response in Toronto.” *Jessica Evans* (Sociology) is partnering with the Prisoners with HIV/AIDS Support Action Network on “Prisoners’ Rights and Wellbeing: Lessons From the COVID-19 Pandemic.” *Sutama Ghosh* (Geography & Environmental Studies) is partnering with the City of Greater Sudbury on “COVID-19: Challenges and Resilience of International Students and Local Institutions in Canada’s Medium-Sized Cities: A Case Study of Greater Sudbury, in Northern Ontario.” Jarislowsky Democracy Chair *Sanjay Ruparelia* (Politics & Public Administration) is partnering with The Samara Centre for Democracy on “Democracy after COVID-19: What Lessons Can Canada Offer and Learn?”

Eight *Ryerson researchers* have together secured close to \$2.5 million in funding from the Natural Sciences and Engineering Research Council of Canada (NSERC)’s Alliance Grants program. The grants support collaborations between Ryerson researchers and partners from the private, public, and not-for-profit sectors. Seven are from the Faculty of Engineering and Architectural Science (FEAS):

*Ebrahim Bagheri* – “Data analytics for device identification” (partner: Warranty Life)

*Elsayed Elbeshbishy* – “Enhancing Anaerobic Digestibility of Municipal Sludges by Physicochemical Pre-treatment” (partners: inCTRL Solutions, Trojan Technologies, and USP Technologies)  
*Ling Guan* – “I-POCUS: An Intelligent Point-of-Care Ultrasound System for Neonatal Intensive Care Units in Canada’s Hospitals” (partner: Dapasoft Inc.)  
*Naimul Khan*: “Research and development of a cloud-based context-aware API for semantic scene understanding” (partner: AWE Company Limited)  
*Reza Kianoush* – “Experimental and analytical studies on shrinkage cracking control in reinforced concrete structure using Shrinkage-Compensating Concrete (SCC)” (partner: PROF&E)  
*Jennifer McArthur* – Smart Campus Integrated Platform Development (partner: FuseForward Solutions Group) and “Development of an online energy management platform for large building portfolios” (partner: Parity Go)  
*Sharareh Taghipour*: “Real-time Optimization of Production Scheduling” (partner: Axiom Group)

And from the Faculty of Science:

*Jahan Tavakkoli* – “Ultrasound Mediated Cannabinoid/Curcuminoid Loaded Nano Drug Delivery Systems” (partners: Northern Green Canada and Toronto Poly Clinic)

*Jennifer McArthur’s* Smart Campus Integration and Testing Lab (SCITLab) has also received close to \$2 million through the Canada Foundation for Innovation’s Innovation Fund.

## **EVENTS & INITIATIVES**

**HOLOCAUST EDUCATION WEEK** – From January 25 to 29, the Ryerson community participated in Holocaust Education Week, with three online events hosted by Hillel Ryerson in partnership with the Ryerson Students’ Union. The discussion “Love Thy Neighbour: Holocaust Art in the Druze Community” was a Q&A with Bothaina Halabi, an Israeli Druze artist and educator who aims to raise awareness about the Holocaust and foster tolerance and respect among communities with her practice. “Bearing Witness” featured Toronto-based Holocaust survivor Hedy Bohm in a discussion and Q&A, and attendees received vouchers to purchase the documentary *The Accountant of Auschwitz*, in which she tells her story. “Never Forgotten: The enduring spirit of Holocaust victims’ poetry, art, and music” was a lunch-and-learn session with Hillel Senior Jewish Educator Rabbi Ariella Rosen, who discussed painting, poetry, and music produced in hiding and in concentration camps during the Holocaust.

**CANADA AND THE WORLD** – On January 28, the Ryerson Democracy Forum hosted “Canada and the World,” an online discussion between visiting practitioner Martin Regg Cohn and Canada’s ambassador to the United Nations, Bob Rae. Rae took questions from Regg Cohn and the audience about such subjects as the implications for the international community of the election of Joe Biden as president of the United States, Canada’s relevance at the UN despite missing out on a security council seat, the importance of continuing to engage with nations such as China and Iran despite fundamental differences in outlook, and the way online discussions during the pandemic have increased participation of members of civil society in diplomacy.

**DISCUSSING WORKERS' RIGHTS** – On February 2, PC Labour Minister Monte McNaughton and Canadian Labour Congress President Hassan Yussuff, along with visiting practitioner Peggy Nash, chair of the Ryerson Centre for Labour Management Relations advisory committee, were featured speakers for the Ryerson Democracy Forum event “Workers’ rights and governments of the right: Can we talk?” Topics they covered included ensuring the safety and financial security of workers who get COVID-19, changes in the labour movement over time including increased diversity, ways of fostering less precarious employment, accountability by employers, and protecting the health and safety of migrant workers. Democracy Forum discussions are archived on the Faculty of Arts’ YouTube page:  
<https://www.youtube.com/user/RyersonFacultyofArts>

**CYBER RANGE** – On February 11, Rogers Cybersecure Catalyst launched the Cyber Range, a cybersecurity platform that will provide training for new workers and upskilling to current professionals at organizations across Canada. The range was developed in collaboration with the engineering and security company RHEA group, using its Cyber Integration, Test and Evaluation Framework (CITEF), which can emulate an organization’s local network and tools and simulate cyber attacks for participants to deal with in a familiar and relevant environment. The range is supported by the Government of Canada's Federal Economic Development Agency (FedDev) for Southern Ontario, which the same day announced \$660,000 in funding for Cyber Catalyst to support young workers in Peel who are unemployed or underemployed due to the pandemic. The funding will create the Peel Region Young Worker Cybersecurity Training Program, whose graduates will each earn two internationally recognized certifications in cybersecurity.

**WOMEN IN LEADERSHIP: JANICE FUKAKUSA** – On February 12, the Faculty of Community Services (FCS) hosted the virtual event “Women in Leadership: A Conversation with Ryerson’s First Female Chancellor, Janice Fukakusa.” Chancellor Fukakusa participated in a conversation with Dani Gomez-Ortega, manager of FCS Student Experience, and took questions from the audience. She spoke about her background and her journey, including the challenges she has faced as a racialized woman in the financial sector (having been RBC’s chief administrative officer and chief financial officer) and in academic leadership, and she offered advice for women who are currently feeling a call to leadership while completing their undergraduate studies.

**RYERSON CAMPUS IN CAIRO** – On February 19, Ryerson launched a satellite campus in Cairo, Egypt to serve students in the MENA (Middle East and North Africa) region. The campus’ physical presence will be facilitated by Universities of Canada in Egypt, and programming will be offered through the Faculty of Communication and Design (FCAD) and the Faculty of Engineering and Architectural Science (FEAS). Both faculties will welcome their inaugural cohort of Cairo campus students in September 2021. FEAS will offer Mechanical, Civil, and Electrical Engineering programs, and in a newly constructed building in the administrative capital of New Cairo, FCAD will offer Media Production, Sport Media, and Fashion programs. The campus will offer extracurricular activities including student-run clubs and societies, sports, and group fitness classes, as well as programs designed by the development department of Universities of Canada in Egypt aimed at facilitating interaction among students and between students, the university’s staff, and the wider community.

**MIGRATION CONFERENCE** – From February 22 to 25, the Canada Excellence Research Chair in Migration and Integration program held its second annual international conference, *Canada and Comparative Perspectives in Pandemic Times*. Participants discussed the impacts of the pandemic and of technological change, including artificial intelligence, on the future of work and how economic and social change are transforming labour migration around the world. The conference focused on Canada and fellow member countries of the Organization for Economic Co-operation and Development (OECD)—whose head of the International Migration Division, Jean-Christophe Dumont, was part of the introductory and closing roundtables. The conference was truly global in scope, welcoming speakers from the United States, Europe, Asia, and Oceania.

**FUNDING FOR BLACK INNOVATION** – On February 24, the Ontario government announced \$1.2 million in funding over three years for the DMZ’s Black Innovation Programs, citing an aim to remove barriers to the participation of Black startup founders in the tech ecosystem. The investment targets two early phases of these programs: Launchpad, which helps participants develop personal and professional skills related to the tech startup world and has welcomed over 400 participants since its launch in November 2019, and Bootcamp, which offers coaching and workshops to assist participants in validating a business idea and market opportunity and creating a prototype.

**INDIGENOUS YOUTH-CENTRED JUSTICE PROJECT** – On March 2, David Lametti, Canada’s minister of justice and attorney general, announced the federal government’s support to Ryerson for its National Indigenous Courtworkers: Indigenous Youth-Centered Justice Project (IYJP). The project, which will launch on April 1, 2021, will address gaps in care for Indigenous youth in Alberta, British Columbia, Manitoba, Nova Scotia, and Nunavut who are involved in both the child welfare and youth justice systems. The IYJP will conduct casework with individual youth to reduce their time in the criminal justice system, as well as working to produce systemic change by developing policy solutions to the impediments the youth experience in navigating the child welfare and youth justice systems. The project will be led by Judy Finlay, director of the School of Child and Youth Care, and Loretta Loon, incoming professor at the School. It will offer internship opportunities for students at Ryerson and post-secondary institutions in the provinces and territories where the project will run.

### ***from the President’s Calendar***

*January 7, 2021:* I spoke with Janet Morrison, president and vice-chancellor of Sheridan College, about collaborating on healthcare education.

*January 11, 2021:* I was a panellist for the Universities Canada online event “Navigating the First Year of the Presidency: What to Expect and Strategies for Success,” during which I offered advice to new presidents of post-secondary institutions. I stressed the importance of teamwork, partnerships, and working closely with board members.

*January 13, 2021:* Along with a small group of executive heads from Universities Canada, I participated in an online meeting with Carla Qualtrough, federal minister of employment, workforce development, and disability inclusion, during which we discussed aligning the priorities of Universities Canada with those of the federal government.

*January 13–14, 2021:* As co-chair, I participated in a two-part online meeting of the Tri-Agency Institutional Programs Secretariat's Advisory Committee on Equity, Diversity, and Inclusion Policy (ACEDIP).

*January 14, 2021:* I chaired a regular online meeting of the Council of Ontario Universities (COU) Strategy and Planning Working Group.

*January 19, 2020:* I met online with Andrew Padmos, board chair of the Canadian International Health and Education Association and former CEO of the Royal College of Physicians and Surgeons of Canada, to discuss Ryerson's strategy for healthcare education.

*January 20, 2020:* I attended an online meeting of the Universities Canada board of directors.

*January 20, 2020:* I met online with Ontario Associate Minister of Small Business and Red Tape Reduction Prabmeet Sarkaria to continue our discussion about Ryerson's presence in Brampton.

*January 21, 2020:* As part of the online Health Canada Science Forum, I was a panellist on the Systemic Racism & Science Panel, which was hosted by Harpreet Kochhar, associate deputy minister of Health, and moderated by Colin Harrison, professor at the Georgia Institute of Technology. Together with professors Carrie Bourassa (University of Saskatchewan), Sean Hillier (York University), and Audrey Kobayashi (Queen's University), along with Norma Domey, vice-president of the Professional Institute of the Public Service of Canada, I spoke about fighting systemic racism and fostering an anti-racist culture in science.

*January 21, 2021:* I spoke with Mary Jo Haddad, chancellor of the University of Windsor and past president and CEO of the Hospital for Sick Children, about Ryerson's strategy for healthcare education.

*January 22, 2021:* For the Devon Lord Brooks Platinum Athletes Breakfast, which was hosted virtually this year, I was pleased to deliver remarks congratulating the award recipients—Ryerson students who have maintained an average of 80% or above. I thanked them for their ongoing commitment to excellence in spite of the tremendous disruption they have experienced this academic year.

*January 22, 2021:* Along with then-Assistant Vice-President, International Anver Saloojee, I had an introductory meeting with Susan Crystal, the new consul general of the United States in Toronto, to discuss Ryerson's existing partnerships with the United States and further opportunities for collaboration.

*January 22, 2021:* I chaired an online meeting of Ryerson's Opportunities Working Group.

*January 25, 2021:* I spoke with Amarjot Sandhu, MPP for Brampton West, about how the provincial government can work with Ryerson on healthcare education.

*January 25, 2021:* Along with Deputy Provost and Vice-Provost, University Planning Glenn Craney; Assistant Vice-President, University Relations Jennifer Grass; and Vice-President, Research and Innovation Steven Liss, I met online with Danielle Martin, executive vice-president and chief medical executive of Women's College Hospital, to discuss Ryerson's strategy for healthcare education.

*January 26, 2021:* I participated in a working session of the Workforce Agility Project involving Ryerson leaders and consultants from Deloitte, to discuss the future of work at Ryerson.

*January 26, 2021:* I was privileged to deliver welcoming remarks for the Ryerson Liberal Arts Society online event Celebrate Indigenous Success, during which I reaffirmed Ryerson's commitment to reconciliation and positive change.

*January 27, 2021:* Glenn Craney, Jennifer Grass, and I met online with Neil Davis, former board vice-chair at William Osler Health System, to discuss Ryerson's healthcare education strategy in Brampton.

*January 28, 2021:* I spoke with Isadore Sharp (Architectural Technology '52), founder and chairman of Four Seasons Hotels and Resorts, to thank him for his ongoing support of Ryerson.

*January 29, 2021:* Along with Glenn Graney, Jennifer Grass, and Steven Liss, I met online with Adam Kassam, president-elect of the Ontario Medical Association, to discuss Ryerson's healthcare strategy.

*February 1, 2021:* Glenn Graney, Jennifer Grass, Steven Liss, and I met online with two representatives of the Canadian Medical Association—Owen Adams, senior advisor to the chief executive officer, and Michael Bhardwaj, strategic advisor, government relations—about Ryerson's healthcare education strategy.

*February 1, 2021:* As a member of the academic advisory council for Aurora College in the Northwest Territories, I participated in a council meeting about its transition to a polytechnic university.

*February 2, 2021:* Along with Abdullah Snobar, executive director of The DMZ and CEO of DMZ Ventures, I met online with Nadine Spencer, president and CEO of the Black Business and Professional Association, to update her on Ryerson's Black Innovation fellowship program.

*February 2, 2021:* I delivered introductory remarks for the Ryerson Democracy Forum event "Workers' rights and governments of the right: Can we talk?" Ahead of this virtual discussion, I met online with Ontario Minister of Labour, Training and Skills Development Monte McNaughton.

*February 3, 2021:* Glenn Graney, Jennifer Grass, Steven Liss, and I met with Mark Britnell, vice-chair and global healthcare expert at KPMG UK, to discuss Ryerson's strategy for healthcare education.

*February 3, 2021:* I attended a virtual discussion for Canadian university presidents, hosted by the McConnell Foundation, about the role of universities in building social infrastructure.

*February 4, 2021:* I met online with Deputy Premier of Ontario and Ontario Minister of Health Christine Elliott to discuss Ryerson's healthcare education strategy.

*February 4, 2021:* I participated in a regular roundtable meeting of the executive heads of the Council of Ontario Universities (COU).

*February 5, 2021:* I participated in a guidance session for members of the National Research Council, led by officials from the Privy Council Office and aimed at ensuring we are in a neutral, unbiased position with respect to political activity.

*February 5, 2021:* I spoke with provincial Associate Minister Sarkaria to continue our discussion about Ryerson's presence in Brampton.

*February 8, 2021:* I spoke with Janet Morrison to continue our discussion about collaborating on healthcare education.

*February 8, 2021:* Along with Jennifer Grass, I met online with Shirlee Sharkey, CEO of the national social enterprise SE Health, to discuss healthcare education in Brampton and beyond.

*February 8, 2021:* I participated in a Universities Canada online meeting with Dominic Barton, Canada's ambassador to China, about international student recruitment and potential partnerships with Chinese universities.

*February 9, 2021:* I attended Brampton's annual State of the City Address, a virtual talk given by Mayor Patrick Brown and organized by the Brampton Board of Trade. Mayor Brown mentioned Ryerson's role in advancing innovation and cybersecurity in Brampton.

*February 11, 2021:* I was interviewed by Radio Canada International about my experience in Canada as an international student.

*February 12, 2021:* I participated in a federal pre-budget consultation led by Mona Fortier, minister of middle class prosperity and associate minister of finance, and former Board member Marci Ien, MP for Toronto Centre. I discussed Ryerson's priorities and those of the university sector.

*February 12, 2021:* I met online with Vito Ciciretto (Business Management '86) CEO of medical laboratory services company Dynacare, to discuss Ryerson's strategy for healthcare education.

*February 12, 2021:* I spoke with a team from the Toronto Star about potential collaboration in the fields of journalism, zone learning, and innovation.

*February 16, 2021:* Along with a group of executive heads from the COU, I met with Ross Romano, Ontario minister of colleges and universities, to discuss the fiscal situation of the post-secondary sector.

*February 17, 2021:* I met online with Monte McNaughton, provincial minister of labour, training, and skills development, to discuss Ryerson's strategy for healthcare education and our efforts to assist in pandemic recovery by retraining and upskilling homegrown talent.

*February 17, 2021:* I met online with Michelle DiEmanuele, President and CEO of Trillium Health Partners; Dante Morra, Trillium Health Partners' chief of staff; and Danielle Martin, executive vice-president and chief medical executive of Women's College Hospital, to discuss Ryerson's strategy for healthcare education.

*February 18, 2021:* I met with Associate Minister Sarkaria and Todd Smith, Ontario's minister of children, community, and social services, to film the announcement of the provincial government's support for the DMZ's Black Innovation Program, which was released on February 24.

*February 18, 2021:* Harry LaForme, chair of Ryerson's External Panel on Campus Safety and Security, updated me about the panel's progress.

*February 19, 2021:* I met with Graham Carr, president and vice-chancellor of Concordia University, and Benoit-Antoine Bacon, president and vice-chancellor of Carleton University, to discuss potential collaboration between our three universities.

*February 19, 2021:* Along with Glenn Craney, Jennifer Grass, and Steven Liss, I met with Jim Wright, chief of health policy, economics, and research at the Ontario Medical Association, to discuss Ryerson's healthcare education strategy.

*February 22, 2021:* I recorded welcoming remarks for the Ryerson-hosted virtual book launch of Vivienne and Neville Poy's book *Precious Moments*, which documents the couple's gardens in Muskoka and Toronto. The Poy's have donated their collection of cameras and photography equipment to the Ryerson University Library and Archives, and they will be donating proceeds from book sales to Ryerson.

*February 22, 2021:* I delivered introductory remarks online for the opening of Ryerson's CERC Migration International Conference. I spoke about the need to give immigrants the opportunity to participate fully in Canada's labour market.

*Feb 22, 2021:* For the launch of Ryerson's campus in Cairo, which was held in-person in Egypt, I delivered remarks online from Toronto celebrating Ryerson's partnership with Universities of Canada in Egypt.

*February 23, 2021:* I met online with Patrick Tobin, the City of Toronto's acting general manager of economic development and culture, about its plan to develop a post-secondary presence in Toronto's Mount Dennis neighbourhood.

*February 24, 2021:* I participated in a strategic planning session for presidents of Canadian universities hosted by the McConnell Foundation. We discussed building social infrastructure to recover from COVID-19.

*February 24, 2021:* I was pleased to give welcoming remarks online for the inaugural panel of Ryerson's new alumni series, *Generous Futures: Power and Politics in Charitable Giving*. This panel, "Black Voices Leading," featured Michael "Pinball" Clemons, general manager of the Toronto Argonauts;



Wes Hall, founder and chairman of BlackNorth Initiative; Aurora James, founder of The 15 Percent Pledge; Isaac Olowafe Jr., founder and general partner of Dream Maker Ventures; and Donna E. Young, dean of the Faculty of Law.

*February 25, 2021:* I participated in Ryerson's first virtual budget town hall event of 2021, a consultation with our community about the university's upcoming budget.

*February 25, 2021:* I met online with representatives of global property and energy management company CBRE, including Managing Director Patrick Johanning, Senior Managing Director Ryan Clayton, and Senior Managing Director/Division Director James Lawrence, to discuss energy management and finding ways to address climate change.

*February 25, 2021:* I was pleased to give remarks for Ryerson's virtual celebration of long-service milestones, congratulating 45 employees who have served for 25 years or more--including Prof. Beth Swart (Nursing), who is celebrating a truly remarkable 50 years of service.

*February 26, 2021:* I chaired a virtual meeting of the COU Strategy and Planning Working Group about the financial stability of the post-secondary sector.

*February 26, 2021:* I met online with Marci Ien to discuss her new role as MP for Toronto Centre and to update her about Ryerson's priorities.

*February 26, 2021:* I met online with members of the Student Advisory Committee for the Opportunities Working Group (OWG)'s First Year Experience initiative, speaking about my own first year as an international student and the importance of developing soft skills to have a fulfilling university experience.

*March 1, 2021:* I gave remarks online to Prof. Ndeye Ba's class Francophone Language and Culture, in the Department of Languages, Literature, and Culture, sharing my journey from a small town in postcolonial Algeria to Canada and my relationship to French and Francophone culture.

*March 1, 2021:* I participated in Ryerson's second virtual Budget Town Hall event of 2021.

*March 2, 2021:* I delivered opening remarks for a meeting between senior executives at Ryerson and representatives of Price Waterhouse Cooper about the emerging trends in, and the future of, digital teaching, learning, and working.

*March 3, 2021:* I chaired a regular online meeting of the OWG.

*March 3, 2021:* Glenn Craney, Jennifer Grass, Steven Liss, and I met online with Andrew Padmos to continue our discussion about Ryerson's strategy for healthcare education.

*March 4, 2021:* I participated in Ryerson's third virtual Budget Town Hall event of 2021.

*March 4, 2021:* I delivered opening remarks and was a panellist for a Virtual Regional Sounding Tour event for southern Ontario. The event was organized by the Conference Board of Canada with the Future Skills Centre, and participants discussed the future of work and how best to support local communities across Canada.

*March 4, 2021:* I gave remarks to a session of Distinguished Counsel in Residence Ralph Lean's class on Business Law, welcoming Associate Minister Sarkaria for a virtual conversation about the Ontario government's role in combating the COVID-19 pandemic.

*March 4, 2021:* I attended the opening session of the Ted Rogers Management Conference, which was organized virtually this year by a team of students from TRSM.

*March 5, 2021:* Along with Glenn Craney, Jennifer Grass, and Steven Liss, I met online with Ramesh Zacharias, former vice-chair of the Ryerson Board and current president, CEO, and medical director of the Chronic Pain Centre of Excellence for Canadian Veterans, to discuss Ryerson's strategy for healthcare education.

*March 2021:* As the chair of the COU, I met with the council's Financial Sustainability and Institutional Autonomy group.

# Organizational Agility and Flexibility Project

Board of Governors Meeting

March 30, 2021

Ryerson  
University



# Today's Agenda

- The shift to remote work
- Organizational Agility & Flexibility project outcomes
- The project approach
- Key findings from the journey to date
- Current project phase
- What's next



# March 2020

WHO declares a global pandemic. Toronto Public Health advises the virus is not circulating locally. **The University continues under normal operating procedures.**

11<sup>th</sup>

**Ryerson classes move to alternate formats.** Faculty and staff to explore and implement alternate forms of program delivery.


13<sup>th</sup>

Due to rapidly changing circumstances **strongly recommend remote work, support flexibility where possible.**

15<sup>th</sup>

The Ontario Government declares a state of emergency for Ontario. **Ryerson shifts to essential service on campus effective March 18.**

17<sup>th</sup>



## Ryerson University

March 11, 2020

### Update regarding COVID-19 and frequently asked questions

To: All students, faculty and staff

As you are aware, Toronto Public Health (TPH) continues to monitor the status of cases of COVID-19 in Toronto and is currently advising that the virus is not circulating locally. Overall, most of the local infections have resulted in mild illness.

### Ryerson's Public Health Threats Committee is monitoring the situation daily

Ryerson's public health threats committee and emergency response team (ERT) are monitoring the COVID-19 situation daily. The university continues to receive up-to-date information from Toronto Public Health and the Ontario Ministry of Health and Long Term Care about disease outbreaks and any potential cases on campus.

The public health threats committee takes its lead from Toronto Public Health and other public health agencies with respect to communicable disease management, which also includes cases of COVID-19.

At this time, the university has not received any directives about cancelling events, exams or classes and **the university is continuing under normal operating procedures**.

### Resources and FAQ available at [ryerson.ca/coronavirus](https://ryerson.ca/coronavirus)

Information about Ryerson's response to COVID-19 can be found at [ryerson.ca/coronavirus](https://ryerson.ca/coronavirus)


## President Mohamed Lachemi announces university's plans to deal with COVID-19

As of today, March 13, Ryerson classes will move to alternative formats in response to COVID-19

From the President  
March 13, 2020



The week of March 16 will be a week of transition allowing faculty and staff to explore and implement alternate forms of program delivery.



## COVID-19: Your role as a leader, possible employee scenarios

From the Office of the Provost and Vice-President, Academic, and the Office of the Vice-President, Administration and Operations

March 13, 2020

To: All academic and administrative leaders

As [the university communicated this morning](#), the week of March 16 will be a week of transition allowing faculty and staff to explore and implement alternate forms of program delivery.

For now, Ryerson University and facilities including residences and food services will remain open. Residence students will continue to be supported and will be contacted directly by Student Housing and Community Care with additional information. As the university remains open, employees are required to report to work as usual.


### As a leader, you play a critical role in supporting faculty, staff and students during this period

As the situation continues to evolve, it is not surprising that there is concern around what Ryerson is doing to prepare, should the virus begin circulating locally.

As leaders and managers, you play a critical role in supporting our community and in responding to concerns that faculty, staff and students may have.

### Exploring and implementing remote work arrangements

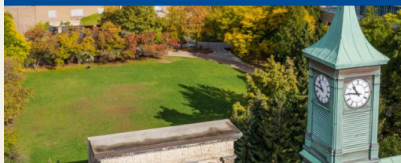
In the interest of proactive preparedness, we are encouraging you to explore remote work on a case-by-case basis where operationally feasible and in accordance with Ryerson's [Flexible Work Arrangements guide](#).



## Ryerson Today

COVID-19 Updates

Your University. Your News.



### Message from President Mohamed Lachemi

#### Ryerson University shifting to essential services on campus

At Ryerson, the health and well-being of all of our community members remains a top priority. We have developed a culture of well-being, with an emphasis on creating a safe, secure, healthy and inclusive community that puts people first. Our values have long defined who we are and will always guide where we are going.

I know that all of us at Ryerson are committed to helping slow the spread of COVID-19.

On Tuesday March 17, Premier Doug Ford declared a state of emergency for Ontario. We believe that by reducing the number of people on campus we can play our part in supporting our province and our broader community.

### Effective Wednesday, March 18, Ryerson University will be shifting to an essential services model on our campus.



DOWNTOWN

RYERSON

RYERSON UNIVERSITY STUDENT LEARNING CENTRE

RU

341





# Shift to Remote Work

- Overnight, **Ryerson transitioned approximately 95%** of our employees to remote work.
- In the following months departments worked through many complex issues as they navigated this new and uncharted territory.
- **The pandemic has resulted in us working differently**, we have had to rethink the way we work, teach, research and support our students, faculty and staff.
- We have experienced successes, new ways of doing things and opportunities to disrupt the status quo.
- We have also experienced challenges in how we provide services, research and deliver courses remotely.
- Now well into the pandemic the limitations and the benefits are clearer.



# What's Next?

- And while we have transitioned in the short run, the question of “**What’s next?**” remains on the minds of our employees and leaders.
- Around the world the pandemic has pushed tens of millions to work from home, accelerating a workplace experiment that had struggled to gain traction before COVID-19 hit.
- The pandemic has **broken through cultural and technological barriers** that prevented remote work and greater flexibility in the past.
- While the last year may be considered ‘the year of remote work’, it has set into motion a shift in how we work moving forward.
- **The Organizational Agility and Flexibility project is providing us with the opportunity to start thinking about the future of work at Ryerson, drawing on the lessons learned over the last year and planning for the future, answering ‘What’s next?’**

## Supporting our Strategic Vision

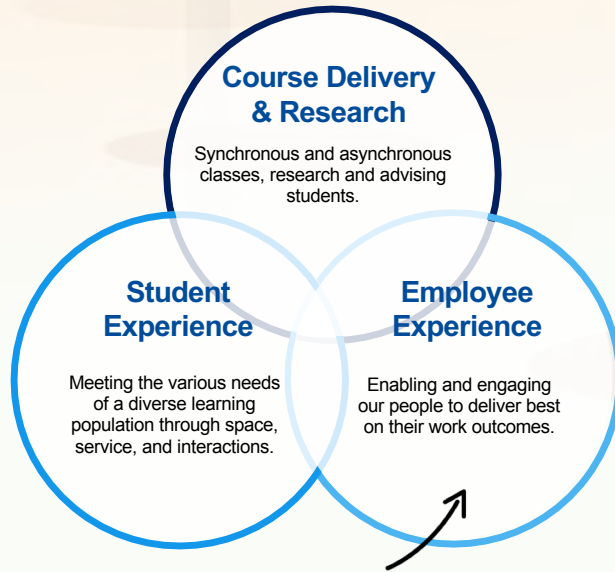


The Organizational Agility and Flexibility project supports Ryerson delivering on our strategic vision

- Unapologetically Bold
- Intentionally Diverse & Inclusive
- Dedicated to Excellence
- Respectfully Collaborative
- Champions of Sustainability

# 2030

**Project Goal:** Develop a workforce agility strategy and roadmap that outlines the key initiatives and actions Ryerson will take over the next five years to enable greater flexibility in how and where work is done across the University.

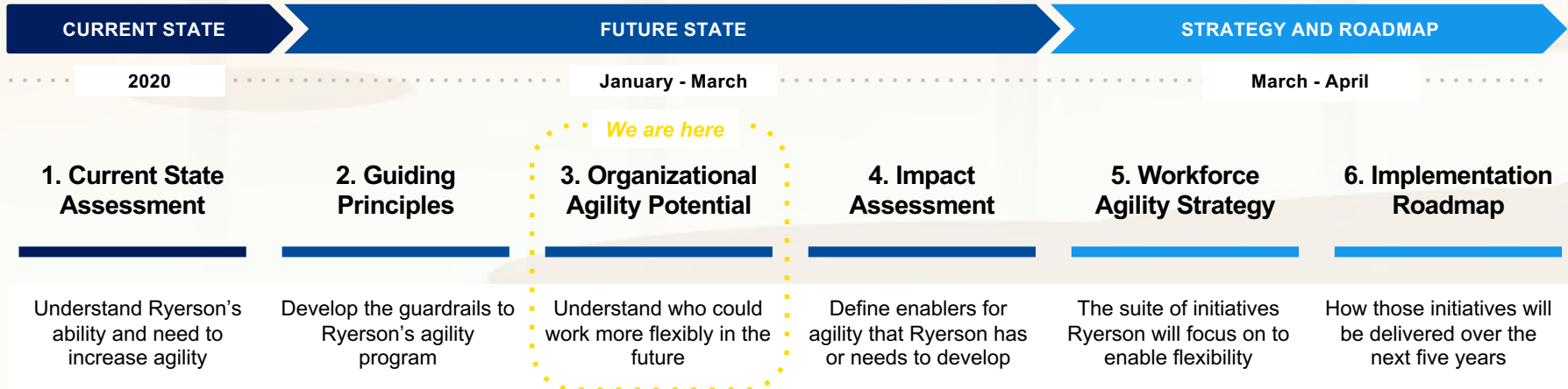


This program is focused on defining **the opportunity to develop a future-forward vision for our workforce, workplace, technology and ways of working.**

## Desired outcomes

- Define a longer term vision for organizational agility and flexibility across Ryerson.
- Understand what parts of the Ryerson workforce could work more flexibly, both in the short- and long-term.
- Develop a framework for departments to effectively drive a flexibility strategy that makes sense for them.
- Identify what will be needed from a people, process and technology perspective to enable more flexibility for Ryerson's workforce in the future.
- Define a roadmap of initiatives to pilot and implement more flexible ways of working across the University.

# Our Journey to an Organizational Workforce Agility strategy







## 2. Current State Summary

# Findings from the Organizational Agility and Flexibility Survey

1,892  
responses

The survey investigated sentiment toward working remotely during COVID-19 from three core **employee groups**.



**Staff**  
*Non-academic roles*

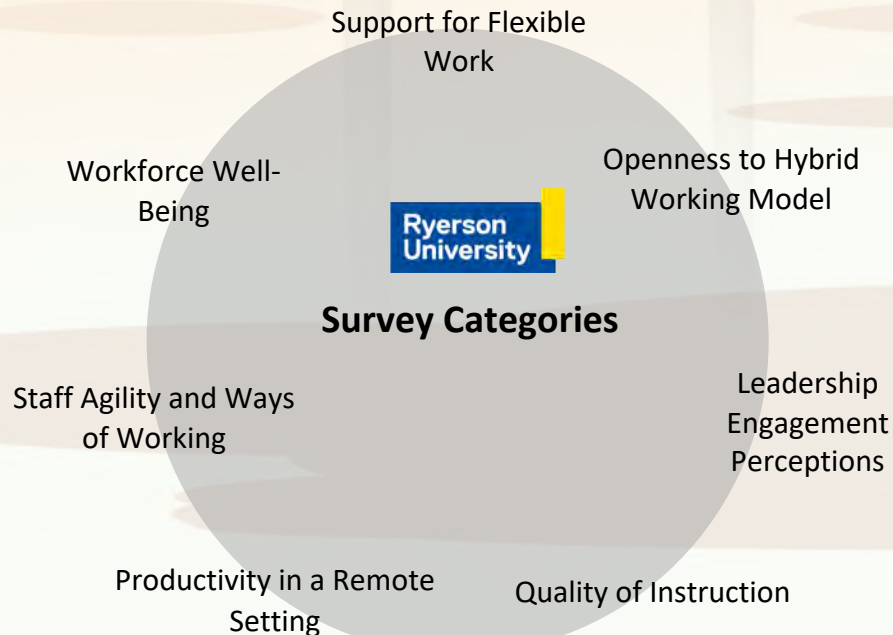


**Faculty**  
*Academic roles*



**Leaders**  
*People managers  
(Staff & Faculty)*

Survey insights span **7 key sentiment categories** related to today's working environment





## Staff

Non-Academic/  
Administration

**1,341** Respondents

### Workforce Well-Being



**62%**

say workload  
increased

23%  
Significantly  
increased

39% Somewhat  
increased



**43%**

work life balance has  
improved

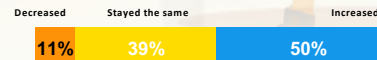
36%  
say it worsened

### Productivity in a Remote Setting



**50%**

say productivity  
increased



### Openness to Hybrid Working Model

**85%**

job is reasonably/  
very well suited for  
remote work

**92%**

very/somewhat  
interested in  
working remote

### Support for Flexible Work

**93%**

have skills needed to use  
the technology / tools for  
their work

**79%**

have information and  
resources to help increase  
overall resilience

**74%**

feel team collaboration is the  
same or better





## Faculty

Academics

462 Respondents

### Openness to Hybrid Working Model

**57%**

job is reasonably/  
very well suited for  
remote work

**65%**

very/somewhat  
interested in  
working remote

### Workforce Well-Being



**84%**

say workload  
increased

60%  
Significantly  
increased

24% Somewhat  
increased



**73%**

work life balance has  
worsened

11%  
say it improved

### Support for Flexible Work

**74%**

have skills needed to use  
the technology / tools for  
their work

**66%**

have information and  
resources to help increase  
overall resilience



### Productivity in a Remote Setting



**52%**

say productivity  
decreased



### Quality of Instruction

Faculty feel the **quality of their instruction**  
and their interactions with students have  
**decreased** in a remote environment.

**77%**

feel quality has decreased







## Leaders

People managers  
(Staff & Faculty)

**485**

Respondents

### Workforce Well-Being



**78%**

say workload  
increased

40%  
Significantly  
increased



**51%**

work life balance has  
worsened

32% say it improved

38% Somewhat  
increased

### Productivity in a Remote Setting



**50%**

say productivity  
stayed the same

Decreased

20%

Stayed the same

50%

Increased

30%



### Openness to Hybrid Working Model

**83%**

job is reasonably/  
very well suited for  
remote work

**89%**

very/somewhat  
interested in  
working remote

### Support for Flexible Work

**90%**

have skills needed to use  
the technology / tools for  
their work

**79%**

have information and  
resources to help increase  
overall resilience



### Leadership Support

**70%** have set clear remote work  
expectations with their teams



# Interview and Focus Group Themes

- Our Mission: Students + Community + Human Impact
- The Status Quo is Over: We need to focus on our collective future
- One Size Doesn't Fit All: Addressing diverse needs across departments & faculty/staff
- People Think Agility = Location. That's not the whole story
- Our Biggest Barriers are Ourselves: Leadership and legacy culture
- Accountability and Clarity are needed to Drive Decisions

*Ryerson is a place-maker; our campus thrives on student energy and community*

*Ryerson's DNA is experiential learning, being in the city core, working in the living lab, doing hands-on work and expanding that to other areas*

*Employees will expect greater flexibility ...they've demonstrated they can be productive, opportunity for Ryerson to be more innovative in the sector*

*The bottom line has to be in service of the students. The experience in the workplace needs to be rationalized to serve an increased student experience*

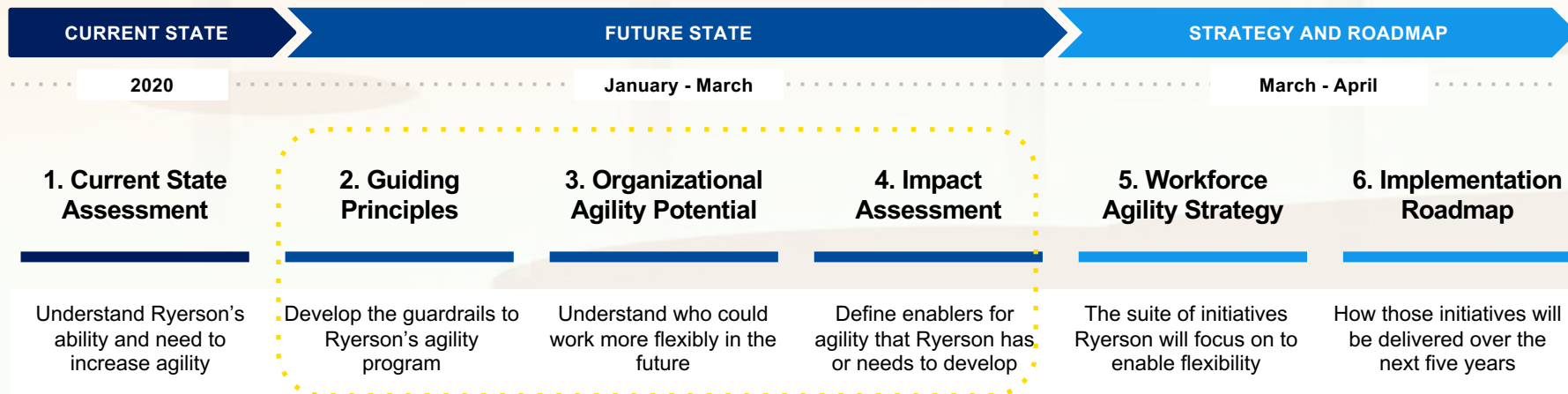
*We evaluate more whether people are on campus during certain hours of the day as opposed to delivering on what the outcomes are associated with their roles*

*The institution of learning has changed more in the last 9 months compared to the last 100 years*



### 3. Future State

# Our Journey to an Organizational Workforce Agility Strategy





## 2. Guiding principles

### We will...

1. Put **Ryerson's quality of student experience, course delivery, and research** at the centre of all agility decisions.
2. See **organizational flexibility** as *both* 'where and when' and 'what and how' work gets done.
3. Provide a **positive experience for our people** that attracts and retains the workforce we need.
4. Ensure **transparency of decision-making rationale** behind levels of flexibility provided.
5. Provide the **support necessary for leaders and individuals** to adapt to and succeed in a flexible work environment.
6. **Uphold the responsibilities of leaders and individuals** to deliver on their work in flexible environments.
7. **Balance fiscal considerations** to ensure we invest in the right way.

### Ryerson's workforce agility program needs to...

- **Empower faculties and administrative departments** to drive their own flexibility strategy.
- Root all decisions that impact the workforce in **equity, diversity and inclusion**.
- Provide a **consistent set of core enablers**, including policies, tools, training and communications.
- Adopt a **phased implementation approach** based on department readiness, allowing Ryerson to adapt along the way.

### 3. Organizational Agility Potential

*Where & when is the degree of choice people have in planning their workday around their responsibilities*

Low degree of choice over the location and time for completing work (e.g., on-site & standard hours)

**Where & When**

High degree of choice over location and time for completing work (e.g., flexibility in location & time of work)

*What & how is the degree of choice people have in structuring their work to maximize their contribution and desired outcomes*

Low degree of choice over how work is organised and what work is completed (e.g., standardized & task based)

**What & How**

High degree of choice over focus and organization of work (e.g., autonomous & outcomes-based)

## Next Steps

- 1:1 interviews with leaders to understand the agility potential for their departments.
- Gather department feedback on the opportunity, the change readiness and supports required.
- Roll up the feedback to understand program implications – people, process, workspace and technology.
- Develop a workforce agility strategy and implementation plan.

**MEMORANDUM**

To: Members of the Board of Governors

From: Julia Shin Doi, General Counsel, Secretary of the Board of Governors and University Privacy Officer; Vidya Luckiram, Governance Coordinator

Subject: Report from the Secretary

Date: March 30, 2021

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**1. 2021 Board of Governors Elections**

The voting period for staff, faculty, and student elections began on March 1, 2021 and ended on March 4, 2021. The Election Procedures Committee met on March 5, 2021 to review and approve the election results. The results were issued and posted to the Board website on March 5, 2021: <https://www.ryerson.ca/governors/elections/>. Congratulations to: Hiba Al-Jarrah, Trinity Ho, and Christopher Randall who were elected student Board members, Marcelle Mullings who was elected as a staff Board member, Seth Dworkin who was elected as a faculty Board member, and Michael Kolios who was re-elected as a faculty Board member.

The voting period for alumni election begins on June 11, 2021 and ends on June 22, 2021. The Election Procedures Committee will meet on June 23, 2021 to review and approve the results.

Thank you to the Election Procedures Committee members who are overseeing the elections process: Mariam Hashemi, Staff Representative; Jennifer Hicks, Alumni Representative; Jennifer MacInnis, Assistant Secretary of the Board; Ian Sakinofsky, Ryerson Faculty Association Representative; Siddhanth Satish, Ryerson Students Union Representative; Jasdeep Sekhon, Continuing Education Students Association Representative; and Colleen Dempsey, Returning Officer.

**2. Governance Essentials Training****Introduction to Performance Measurement at Ryerson**

Thank you to Glenn Craney, Deputy Provost and Vice-Provost, University Planning, for providing Board members with an overview of how Ryerson measures institutional and management effectiveness and an overview of key performance indicators and ministry performance measures on February 24, 2021. A copy of the materials from the session is posted on the Board portal.

**Sexual Violence Policy Training**

Thank you to Dr. Denise O'Neil Green, Vice President, Equity and Community Inclusion; Farrah Khan, Manager, Office of Sexual Violence Support and Education; and Dr. Remi Warner,



Director, Human Rights Services for providing Board members with an overview of Ryerson's sexual violence policies and procedures on March 24, 2021. A copy of the materials from the session is posted on the Board portal.

This concludes this year's Governance Essentials Training program. Thank you to all who attended the sessions, and congratulations to the Board members who completed the program: Joanne Dallaire, Catherine Ellis, Andrew McKee, Christopher Evans, Camilo Garay, Tay Rubman, and MJ Wright. They will receive a certificate of achievement.

### **3. Adela Mall - Legal Counsel and Governance Officer**

Adela Mall has joined Ryerson University in the role of Legal Counsel and Governance Officer. Adela (pronounced A-DEE-LA) has stellar academic and professional credentials. She holds a LL.M. from Columbia University, LL.B/JD from University of Ottawa, and B.A. from Queen's University. She started her legal career as an associate at a large law firm in litigation and served as counsel on prominent commissions of inquiry (Maher Arar and Air India Bombing). More recently, Adela has held senior administrator roles at the Ontario Bar Association, working on policies and programs with committees.

As Governance Officer, Adela will be assuming the governance duties performed in the past by Catherine Redmond who retired in 2019. Thank you to Vidya Luckiram, Josie Lee, Kyra Liss and Heather Driscoll for all their hard work, diligence and professionalism during the interim period.

### **4. Board Retreat**

As a reminder, the virtual Board of Governors Retreat is scheduled for May 25, 2021, from 12:30 pm to 3:00 pm, immediately following the Executive Committee meeting. The Board Retreat will provide Board members with an overview of the University's vision and strategies regarding the medical school and health care initiatives. More information will be shared closer to the date.



Date March 5, 2021

To: Jennifer Hicks  
Secretary, Ryerson Election Procedures Committee

From: Colleen Dempsey  
Returning Officer

Re: **Board of Governors Elections 2021 Results Report**

In accordance with the requirements of the Ryerson University Election Procedures Committee, please find attached the following appendices:

Appendix A Tabulation of Votes  
Appendix B Declaration of Returning Officer  
Appendix C Results in Order of Standing  
Appendix D Voting Percentages

Cc: Julia Shin Doi,  
General Counsel and Secretary of the Board of Governors

Janet Rodriguez,  
President, Continuing Education Students' Association of Ryerson

Ian Sakinofsky,  
President, Ryerson Faculty Association



## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

### APPENDIX A

#### TABULATION OF VOTES

I hereby certify that the electronic ballot tabulation is adequate for the requirements, and the result of the vote is shown hereunder.

STUDENT ELECTION	
Candidates (14) in alphabetical order of surname	Vote Count
Ahmed ALI	176
Hiba AL-JARRAH	325
Ria ARORA	158
Harsh BRAHMBHATT	143
Seyed Amir Hossein DEHNADI	179
Hamdy ELSAYED	78
Jordan GOLDENBERG	184
Trinity HO	259
Zulqarnain IMTIAZ	124
Cameron MCCOY	139
Shamima NYAMEKYE	117
Sheikh Abid RAHMAN	197
Christopher RANDALL	239
Kian RASTEGAR	183

RESULTS SUMMARY	
Eligible voters	44,795
Ballots submitted	1,290
Votes cast	2,501



## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

Declined to vote	39
Participation rate	2.9%

**NOTES:** There is no paper ballot voting in the student election.

## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

### ADMINISTRATIVE STAFF ELECTION

Candidates (5) in alphabetical order of surname	Vote Count
Dan CANTILLER	191
Michael MELECA	108
Marcelle MULLINGS	251
Aneesh Tiberias MURALI	42
Michael TURCO	74

### RESULTS SUMMARY

	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	2,085	80	2,165
Ballots submitted	668	3	671
Votes cast	663	3	666
Declined to vote	5	0	5
Participation rate	32.0%	3.75%	31.0%

NOTES: None



## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

TEACHING FACULTY ELECTION			
Candidates (5) in alphabetical order of surname		Vote Count	
Seth DWORKIN		168	
Alex FERWORN		77	
Murtaza HAIDER		105	
Michael KOLIOS		151	
Bala VENKATESH		106	
RESULTS SUMMARY			
	ONLINE VOTING	PAPER BALLOTS	TOTAL
Eligible voters	929	21	950
Ballots submitted	370	0	370
Votes cast	607	0	607
Declined to vote	1	0	1
Participation rate	39.8%	0%	39.0%
NOTES: None			



## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

### APPENDIX B

#### DECLARATION OF RETURNING OFFICER

I hereby declare the following candidates elected:

BOARD OF GOVERNORS STUDENT MEMBERS (3)	
Candidate Name	Vote Count
Al-Jarrah, Hiba	325
Ho, Trinity	259
Randall, Christopher	239
BOARD OF GOVERNORS ADMINISTRATIVE STAFF MEMBER (1)	
Candidate Name	Vote Count
Mullings, Marcelle	251
BOARD OF GOVERNORS TEACHING FACULTY MEMBERS (2)	
Candidate Name	Vote Count
Dworkin, Seth	168
Kolios, Michael	151



## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

### APPENDIX C

#### RESULTS IN ORDER OF STANDING

STUDENT ELECTION	
Candidates (14) in order of standing	Vote Count
AL-JARRAH, Hiba	325
HO, Trinity	259
RANDALL, Christopher	239
RAHMAN, Sheikh Abid	197
GOLDENBERG, Jordan	184
RASTEGAR, Kian	183
DEHNADI, Seyed Amir Hossein	179
ALI, Ahmed	176
ARORA, Ria	158
BRAHMBHATT, Harsh	143
MCCOY, Cameron	139
IMTIAZ, Zulqarnain	124
NYAMEKYE, Shamima	117
ELSAIED, Hamdy	78





## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

ADMINISTRATIVE STAFF ELECTION	
Candidates (5) in order of standing	Vote Count
<b>MULLINGS</b> , Marcelle	251
<b>CANTILLER</b> , Dan	191
<b>MELECA</b> , Michael	108
<b>TURCO</b> , Michael	74
<b>MURALI</b> , Aneesh Tiberias	42



## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

TEACHING FACULTY ELECTION	
Candidates (5) in order of standing	Vote Count
DWORKIN, Seth	168
KOLIOS, Michael	151
VENKATESH, Bala	106
HAIDER, Murtaza	105
FERWORN, Alex	77

## BOARD OF GOVERNORS ELECTIONS 2021 RESULTS

### APPENDIX D

#### VOTING PERCENTAGES

STUDENT ELECTION	
Total number of eligible voters	44,795
Total number of voters who participated	1,290
Percentage of voters who participated	2.9%
ADMINISTRATIVE STAFF ELECTION	
Total number of eligible voters	2,165
Total number of voters who participated	671
Percentage of voters who participated	31.0%
TEACHING FACULTY ELECTION	
Total number of eligible voters	950
Total number of voters who participated	370
Percentage of voters who participated	39.0%

**Ryerson University Board of Governors  
Interim Provost and Vice-President Academic  
Report for meeting of March 30, 2021**

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**BOARD GREETINGS**

Throughout the winter term, Ryerson has continued to find new ways of supporting students remotely, and of bringing community members together—as evidenced by virtual events marking Black History Month in February. Meanwhile, physical learning spaces are being renovated to serve students in improved, innovative ways when we return to campus. Although that date has yet to be determined, enrolment and recruitment figures for 2021–22 are encouraging so far. We are demonstrating and communicating our ability to deliver excellent education, no matter the circumstances.

**Fall Planning** – A number of return-to-campus course delivery options are being considered, which reflect a variety of scenarios. There are many factors to consider, such as the areas that would require in-person instruction, the technology needs of faculty and students, and the evolving public health advice. The most pressing factor, however, is space, as the government’s two-metre distancing requirements are preventing most universities from holding classes on campus.

Flexibility in learning and teaching will be key, as Ryerson is preparing to pivot relatively quickly if provincial health and safety regulations change. To this end, the university has a subgroup in place to explore vaccinations and testing, and how we should proceed as a community when the time comes. We’re also considering which learning and teaching models we should further develop and maintain after the pandemic is over.

Ultimately, our priority remains the health and safety of our community, and we will continue to follow and adhere to government directives in our planning for the fall term and beyond. With respect to health and safety, Ryerson continues to offer mental health support for students, faculty and staff as they navigate the pandemic and prepare for the fall 2021 term.

**Budget Town Hall Consultations** – Ryerson has begun its 2021-22 budget planning process. As student, faculty and staff input is extremely important, the university held three virtual budget town hall consultations in February and March to give members of the Ryerson community the opportunity to discuss priorities in a public forum. Those who attended were able to share their feedback anonymously through virtual polls, and additional consultation meetings with Union Groups, Students of the Board, and Student Societies were also arranged. The university budget is prepared in March based on consultation, submissions and government funding; is approved by the President in April and presented to the Finance Committee and Board of Governors; and is implemented in May once finalized.

Ryerson adheres to five guiding principles when preparing the annual budget: prioritize students, protect the university’s core business, be fair and transparent, remain forward looking, and conduct wide consultations with the community. As we continue to navigate COVID-19 restrictions, we are also focused on following directives from public health authorities; providing wellbeing, academic and

financial support to students; prioritizing access to research facilities in compliance with public health guidelines; supporting access to technology; ensuring safety measures are in place for community members who are required to work on campus; and implementing planning processes and decisions that are current, proactive and based on scientific knowledge.

Five complementary plans play a role in budget planning, including the Academic Plan, Campus Master Plan, Strategic Research Plan, International Strategy Plan, and University Advancement Plan. Uniting these plans is the Ryerson Strategic Vision 2020-2030, an overarching framework outlining Ryerson's long-term vision and goals.

**Enrolment and Recruitment** – The Chang School reached an enrolment of more than 18,000 course registrations for winter 2021. Enrolment for 2020-21 is similar to the previous academic year, with degree-credit course registrations having increased by 4%.

The Faculty of Law has received over 2,500 applications for only 150 places for 2021–22, thus maintaining its #2 ranking in Ontario for application-to-intake ratio. Nearing the end of the formal review process, the Faculty has received a confirmation rate over 20%—also second in the province. The Faculty of Law has also hired a diverse group of faculty members for this upcoming academic year that represent a broad range of expertise and interests; as of July 1, 93% of faculty members will be from equity-seeking groups.

A digital advertising and virtual recruitment strategy developed by University Relations and The International Student Enrolment, Education and Inclusion Office has led to increased numbers of Ryerson applications and gross offers from countries such as the United States, India, Pakistan, Iran, Bangladesh, and Nigeria. Though international student visas are seeing some governmental delays, Ryerson is doing everything possible to support those who are navigating the process.

**Student Support** – The Centre for Excellence in Learning and Teaching continues to encourage faculty to explore alternative course delivery methods that may be better suited for remote learning, to slow down the delivery of course content so that students may absorb the information more easily, and to provide recorded lectures that can be reviewed by students at their convenience. The Centre also recommends that faculty reduce high-stakes testing, and instead use alternatives to examinations where possible.

As international students arrive from other countries, International Student Services is assisting with the transition and immigration process, including supporting students' physical and emotional wellbeing during quarantine. As of February, 277 students had arrived for the winter term; over 120 more are expected to arrive by the end of the spring term.

Ryerson is a leader in work-integrated learning and continues to link students with relevant work experience as they navigate the post-pandemic work environment. The Career & Co-Op Centre saw a 40% increase in the number of applications received to central Co-op programs, and admitted 62% more students in 2020 than in 2019. The university anticipates that this trend will continue, as more students have expressed an interest in Co-op in early 2021.

In January, the Academic Success Centre at the Ted Rogers School of Management (TRSM) hosted its inaugural Back in Business (BiB) Conference, with 500 students attending virtually from around the globe. The conference focused on resilience and academic persistence, and students continue to meet in virtual learning pods to sustain their motivation while studying remotely.

The Yeates School of Graduate Studies (YSGS) launched the GRADSkills series of four workshops, helping graduate students build professional relationships that serve their future careers. In March, the Faculty of Communication and Design (FCAD) hosted its first-ever Careers Week for students and recent alumni, involving industry talks, a Creative Portfolio Review event with alumni and industry partners, and other opportunities to explore career options and engage meaningfully with employers.

The Chang School ran its new Portfolio Pilot Program over five weeks between February and March to help participants prepare for job applications and interviews. Demand was high: 178 students applied for 15 spots.

**Black History Month** – Zone Learning launched a digital pop-up shop showcasing Black-owned and Black-founded startups, and The Fashion Zone announced the inaugural winners of its BIPOC Women in Fashion Award, which addresses barriers faced by BIPOC women founders in early-stage startup funding.

The Faculty of Community Services (FCS) funded seven projects addressing anti-Black racism and spearheaded by students, faculty, and staff across its schools and programs.

As part of FCAD's ongoing commitment to raise the voices of Black creators, several key initiatives were bolstered during this February, including bespoke content development by the Fashion and Race Database by Fashion faculty member, Kim Jenkins; the launch of a new "Reporting on Race" course within the School of Journalism; and the assumption of the Co-Director role at the Studio of Media Activism and Critical Thought (SMACT) by Creative Industries Assistant Professor Cheryl Thompson.

The Faculty of Law hosted its inaugural BHM event, celebrating Lincoln Alexander and other Black trailblazers in Canada's legal community. The Faculty also published a joint report with the Canadian Association of Black Lawyers on "Race and Criminal Injustice," confirming stark racial differences in how the public perceives and interacts with Ontario's criminal justice system.

**Responding to Anti-Asian Racism** – Ryerson continues its work in response to the alarming increase in anti-Asian hate crimes and acts of racism toward Asian people in North America since the beginning of the COVID-19 pandemic. On behalf of the university, Denise O'Neil Green, Vice-President, Equity and Inclusion, and Julia Shin Doi, General Counsel and Secretary of the Board of Governors, and University Privacy Officer and Chair, Ryerson Advisory Committee to Combat Anti-Asian Racism, released a [statement](#) condemning racist acts, as well as calling on our community to honour the lives of the victims, and to take action towards addressing the roots of white supremacy that disproportionately impact Black, Indigenous, Asian and other racialized communities. Through media interviews and upcoming initiatives, university leaders are also encouraging the community to review Ryerson's [Responding to](#)



[Hate Toolkit](#), which includes a list of resources and organizations that provide advocacy and support to victims of or witness to racially motivated hate or discrimination. The development of this Toolkit was led by Chancellor Janice Fukakusa; Judge Maryka Omatsu; General Counsel and Secretary of the Board of Governors, and University Privacy Officer Julia Shin Doi; and Dean, Faculty of Arts Pamela Sugiman.

**Renovations** – The Teaching and Learning Spaces Working Group has completed the Teaching and Learning Space Design Standards, which have been approved by the Senate Learning & Teaching Committee. Based on these standards, Facilities Management and Development is making major renovations to seven classrooms, one of which is being converted to a specialized active learning space.

The Library has installed a 360 Immersion Studio—a circular enclosure equipped with image and sound projection and designed for immersive experiential learning and SRC experiences. The studio will be used to support digital humanities, health sciences, psychology, architecture, theatre studies research, and other areas. The Library is also renovating and updating several floors to improve functionality and accessibility in preparation for return to campus, as well as adding a new Material ConneXions collection.

## APPOINTMENTS

*Pamela Sugiman* has been reappointed dean, Faculty of Arts, for a five-year term. A highly respected leader, professor, sociologist and researcher, Pam joined Ryerson in 2006 and brings a wealth of experience to this role. Her new term is effective July 1, 2021. The Faculty of Arts' success is built on the reputation and energy of its students, faculty and staff, and Pam has guided and supported significant innovation in research and teaching since she was appointed dean in 2016. Her focus on excellence, equity and social justice, and on fostering an environment of collaboration and collegiality, has firmly established Ryerson's Faculty of Arts as a leader in teaching and learning and faculty research.

## CONGRATULATIONS

*Linda Zhang*, professor in the School of Interior Design, has been awarded the 2021 Provost's Award for Teaching Excellence. Her outstanding achievements not only explore innovative and emergent technologies, but address important social-cultural issues, including questions of diversity and inclusion, community-led design, and community resilience based pandemic response.

YSGS received a Bronze District II Accolades Award from the Council for Advancement and Support of Education in the category "Institutional Relations – President's Reports and Annual Reports" for [Elevation: 2019-20 Graduate Studies Year in Review](#).

TRSM students *Dalton Austin*, *Maximillian Czmielewski*, and *Lena Hirschfield* together placed second in the 2021 virtual Battle on Bay competition, run by the Ryerson University Finance Society. The event's theme this year was The Paradigm of Asset Management, and the trio competed against students from universities across Canada, presenting cases based on real-life financial issues and judged by industry professionals.

*DECA Ryerson*, the Ryerson chapter of the business-focused international student organization DECA (formerly Distributive Education Clubs of America) has won the Chapter of the Year award at the 2021 DECA U National Conference. There were 158 Ryerson students competing in this year's case competition, 145 of whom were from TRSM. Ryerson also had individual winners: *Ritika Masand* and *Harishini Sathiyantham* placed first in the Project Management Challenge; *Queenie Zhu* and *Halla Saduf* placed first in International Marketing; *Helen Dang* placed second in Fashion & Retail Management; *Nicholas So* placed second in Accounting; and *Celine Damji* placed third in Travel Marketing.

*Valerie Bruce*, Associate Director, Housing Operations and Administration, was selected as the 2021 Association of College and University Housing Officers – International (ACUHO-I) Roelf Visser Global Initiatives Award recipient. A veteran of more than 10 years in campus housing and responsible for all housing operations, her essential role in creating meaningful living and learning environments for students is underscored by this prestigious award.

## **EVENTS & INITIATIVES**

**COVID-19 Research** – Several faculty members in Ryerson's School of Nursing are leading important research initiatives: professor Charlotte Lee is the Lead Researcher on a collaborative team project entitled, "Destigmatizing Chinese Communities in the face of COVID-19: Emergency Management Actions to Address Social Vulnerability in Toronto and Nairobi". By conducting interviews in Toronto and Nairobi, two areas with large Chinese diasporic communities, the study will investigate how Chinese communities in the GTA and Nairobi, Kenya are reacting to the virus and stigma around their community. Additionally, professor Sepali Guruge is the lead researcher studying the social distancing challenges faced by immigrant and refugee populations living in apartment buildings. The focus is on co-creating effective strategies to meet social distancing struggles. Also, professor Josephine Wong is the Lead Investigator of a project entitled, "PROTECH - Pandemic Rapid-response Optimization To Enhance Community-resilience and Health", which is funded by the Canadian Institutes of Health Research (CIHR) in partnership with the Canada Research Coordinating Committee (CRCC) through the New Frontiers in Research Fund (NFRF).

Lu Wang in the Department of Geography and Environment Studies together with Li Xia Yang in the Department of Psychology, won a Government of Canada Award to explore the perception of COVID-19 within communities. The study maps where people go and how they behave before and after the outbreak, and how risk perception and preventive measures taken by individuals are affecting the transmission of COVID-19 within communities. This analysis will also identify which neighbourhoods need greater resources.

Linda Zhang, professor in the School of Interior Design, is spearheading a workshop called, "Imagining ChinaTown in 2050: Speculative Futures Storytelling" that is aimed at envisioning new futures for Toronto's Chinatowns in light of the impact of COVID-19 on the Chinese community in North America.

Finally, in the School of Business and Information Technology Management, two members of Ryerson's Social Media Lab, Phillip Mai, director of business and communications, and Anatoliy Gruzd, director of

research and a Canada Research Chair, are working with Royal Roads University researchers to tackle social media misinformation about COVID-19. Their study: “Inoculating Against an Infodemic: Microlearning Interventions to Address CoV Misinformation,” seeks to understand how misinformation about the virus spreads on social media, who is spreading it, what types of false claims are likely to go viral, and who is being affected.

**Analyzing Children’s Television** – On January 7, FCAD’s Children’s Media Lab launched the report “Examining Children’s Animated Television in Canada,” which analyzes various characteristics of animated programs for children aired in Canada in 2018 and 2019. The study follows the impactful Ryerson/Rutgers collaborative report “Landscape of Children’s Television in the US and Canada” from Spring 2019. Surveying 121 main characters across 27 shows, Children’s Media Lab co-directors Colleen Russo Johnson and Kim Wilson, working with senior researcher Adrianna Ruggerio and research assistant Josanne Buchanan, found an increasingly equal percentage of characters who were white and People of Color (POC), but an underrepresentation of characters who are Indigenous, Middle Eastern, and South Asian compared to Canada’s demographics. They also found a gender bias towards male characters, particularly among non-human characters, and under-representations of neurodiverse characters, characters with disabilities, and characters with body shapes other than “very thin/thin” or “normal range.” The story was picked up by over 75 media outlets, including the Toronto Star and the Hollywood Reporter.

**Studying Sports Fans** – On January 22, TRSM, in partnership with Sportsnet and in collaboration with the Future of Sport Lab, announced the Canadian Sport Fan Index, a three-year research study on the attitudes and behaviour of Canadian sports fans in the “post-COVID era.” The study will span all provinces and territories, and take into consideration fans of varying ethnicities, races and genders. It will report on their engagement at a time when access to live events is limited and schedules are compressed and changed with short notice, and take into account the roles of sport technology innovation. The study will be supported by sport marketing faculty from across Canada, as well as thought leaders from the Canadian sport industry. It will share initial findings in the spring.

**Creative Innovation for Recovery** – On February 4, the Creative Innovation Studio at FCAD hosted Lemonade, a virtual showcase of creative innovation by startups from its recovery cohort. The cohort is an incubator and accelerator for creatives working in design, fashion, the media and music who aim to rebuild their industries during and post-COVID by focusing on ethical design, diversity and sustainability. The showcase featured panel discussions on problem solving and positive social change, pivoting businesses from physical to digital, and trendspotting to predict what the future holds for the creative industries. Attendees were able to chat with cohort participants, and an [online cohort showcase](#) details the startups’ projects and offers links for more information.

**Medical Training Program Moves to Brampton** – On February 8, the Internationally Trained Medical Doctors (ITMD) Bridging Program moved from The Chang School, where it was founded in 2015, to the Innovation Zone in Brampton. The program, which is being offered virtually for now, helps foreign-trained medical doctors transition into careers in the non-licensed health sector. It supplies 13 weeks of training and an optional eight weeks of volunteer practicum training with a community partner. ITMD’s

current cohort of 24 students includes 13 participants from Peel region, all of whom are newcomers to Canada from South Asia.

**Academic Integrity Awareness Week** – From February 8 to 12, Ryerson hosted its Academic Integrity Awareness Week, with events designed to foster a culture of academic integrity. Workshops for students covered such topics as online disinformation, ethical scholarship, using library databases to help with citations, and thinking critically about common knowledge. Events for faculty and instructors included presentations and discussions about designing assignments that promote academic integrity, fostering academic integrity online, detecting academic misconduct, and recent trends in academic integrity. The week's events were hosted by the Academic Integrity Office; the Centre for Excellence in Learning and Teaching; Student Life and Learning Support; Library Learning Services; and Students for Mental Awareness, Support, & Health.

**Women's Leadership and COVID-19** – On February 9, the Faculty of Arts hosted the virtual panel discussion "Women's Leadership in the COVID-19 Response - Distinct, Effective, and Successful Approaches." Moderated by CBC Radio host Piya Chattopadhyay, the discussion featured RoseAnne Archibald, Assembly of First Nations regional chief, Ontario; Eileen de Villa, Toronto's medical officer of health; Natalia Linos, executive director of the FXB Center for Health and Human Rights at Harvard University; and Laurel Weldon, professor of political science at Simon Fraser University. Panelists spoke candidly about the challenges they have faced as leaders during the pandemic, gender-based expectations of women leaders, and ways to look at pandemic response and recovery through an intersectional lens.

**21 Black Futures** – Six Ryerson alumni and faculty are part of the teams that have created *21 Black Futures*, an anthology of theatrical monodramas that CBC Gem has been streaming for free since February 26. The initiative is presented by Toronto's Obsidian Theatre and features 21 ten-minute plays by Black Canadian playwrights who were asked to respond to the question, "What is the future of Blackness?" Each play was filmed by a Black Canadian director working with a Black Canadian actor. Among the participating artists are Ryerson professor of acting Lisa Karen Cox, who directed the film *Beyere*, as well as staff and alumni Lisa Codrington (playwright), Rachel Forbes (set and costume designer), Virgilia Griffith (actor), Pablo Ogunlesi (actor), and Philip Akin (actor), who is the outgoing artistic director of Obsidian Theatre.

**LegalNext** – On March 6, the Faculty of Law hosted the free virtual conference LegalNext, which brought together over 400 participants to explore how technology is transforming the legal sector. Speakers were drawn from the fields of academia, law, and industry, and plenary sessions covered legal innovation and cybersecurity, the courts and COVID-19, and integrating technology into legal education. The keynote speakers were Sonia Katyal, co-director of the Berkeley Center for Law & Technology, who spoke about the use of artificial intelligence in the legal sector through the lenses of ethics, accountability, and civil rights, and Shelby Austin, chief executive officer of Arteria AI, who spoke about the potential for AI to expand access to justice.

**Entrepreneurship Fellowship Fund** – On March 15, the Ryerson Venture Zone (RVZ) in Brampton launched the RVZ Fellowship fund, which provides up to \$20,000 to each of 10 startups in the Brampton

seven-month incubator program. The fund is intended to improve the accessibility of entrepreneurship, allowing early-stage founders to take time away from full-time employment to focus on building their ventures. The RVZ will take no equity or intellectual property in return.

# Board of Governors Meeting

March 30, 2021

Saeed Zolfaghari  
Interim Provost and Vice-President, Academic

Ryerson  
University





# Appointments

- **Pamela Sugiman** reappointed dean, Faculty of Arts, for a five-year term
- New term effective July 1, 2021



# Fall 2021 Planning

- Considering a number of return-to-campus course delivery options that reflect a variety of scenarios
- Space is the most pressing factor due to Public Health guidelines
- Subgroup exploring vaccinations, testing and how to proceed as a community
- Exploring which learning and teaching models we should maintain/further develop after the pandemic – flexibility in learning and teaching will be key



# Budget Planning

- Three virtual, interactive town halls held to consult with community about 2021-22 budget
- Additional consultations with union groups and student societies
- Guiding principles for budget planning include:
  - prioritizing students;
  - protecting Ryerson's core business;
  - while being fair and transparent;
  - remaining forward looking; and
  - conducting wide consultations with the community



# Internationalization Strategy

- Multi-channel digital recruitment campaign
  - Focusing on key growth markets:  
**India, US, Pakistan, Iran, Bangladesh, Nigeria**
  - Developed by International Student Enrolment, Education & Inclusion Office and University Relations





# Celebrating Black Excellence, Supporting Black Students

- FCS Equity and Inclusion Project Fund supporting 7 projects that address anti-black racism in 2021
- Content Development by Fashion and Race Database
- Launch of new School of Journalism “Reporting on Race course”
- Faculty of Law inaugural Black History Month event, “Celebrating Trailblazers in Canada’s Legal Community”
- Zone Learning digital pop-up shop; Fashion Zone BIPOC Women in Fashion award



**Celebrating Trailblazers  
in Canada’s Legal Community**

**Black History Month**

Honouring Black leaders - past & present - Lincoln Alexander  
Juanita Westmoreland-Traoré & Charles Roach

**February 11, 2021**

# COVID-19 Research

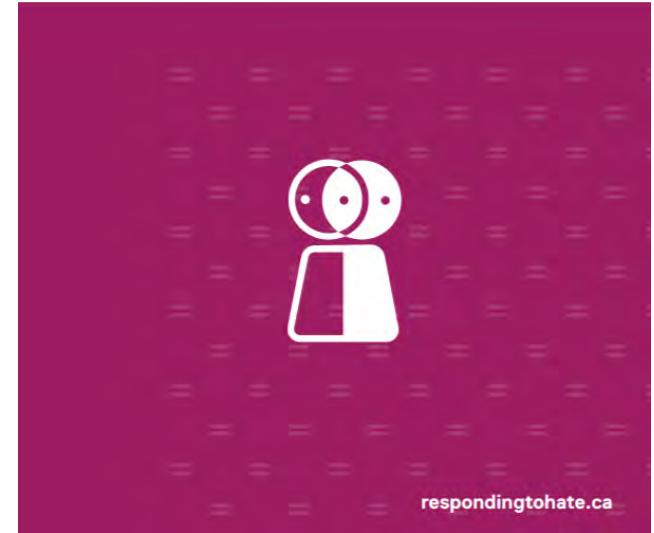
- Several faculty members across Ryerson are leading pandemic response research initiatives. Departments include:
  - School of Nursing
  - Department of Geography and Department of Psychology
  - School of Interior Design
  - School of Business and Information Technology Management





# Responding to Anti-Asian Racism

- Ryerson continues its work in response to increase in anti-Asian hate crimes and acts of racism toward Asian people in North America since the beginning of the COVID-19 pandemic
  - Joint statement on behalf of Ryerson from Denise O'Neil Green and Julia Shin Doi
  - Responding to Hate Toolkit
    - Led by Chancellor Janice Fukakusa; Judge Maryka Omatsu; General Counsel and Secretary of the Board of Governors, and University Privacy Officer Julia Shin Doi; and Dean, Faculty of Arts Pamela Sugiman
  - Student Support Group for Asian Identified Students



# Thank You

Ryerson  
University



**BOARD OF GOVERNORS**  
**March 30, 2021**

**AGENDA ITEM:** Fiera Capital Report – December 31, 2020

**STRATEGIC OBJECTIVES:**

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Scholarship, Research and Creative Activity
- ☐ Graduate Program Development
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☒ Financial Resources Management
- ☒ Compliance (e.g. legislatively required)
- ☒ Governance

**ACTION REQUIRED:** Information

**SUMMARY:**

On December 31, 2020, Ryerson’s Endowment Funds (“Fund”), which are managed by Fiera Capital (“Fiera”), had a market value of \$154.14 million compared to a book value of \$119.11 million. The Fund outperformed the benchmark for the year-to-date, however, it slightly underperformed the benchmark during the fourth quarter. Performance results as of December 31, 2020 are as follows:

	<u>Performance</u>	<u>Benchmark</u>	<u>Value Added</u>
Year-to-date	9.80%	8.96%	0.84%
Fourth-quarter	4.62%	5.63%	-1.01%

Ryerson pays annual fees to Fiera on a flat basis (effective October 1, 2015) of 0.25% of the total value of the Fund. A donation equal to 10% of the fee is received from Fiera each year. On an endowment fund of \$154.14 million, the net cost, after considering the donation, is estimated at approximately \$346,815 or 23 basis points.

On October 7, 2020, realized gains of \$9.18 million were transferred from the Fund to the Stabilization Fund. On April 26, 2019, realized gains of \$4.65 million were transferred. On December 31, 2020, the Stabilization Fund had a market value of \$13.95 million. During the fourth quarter, the Stabilization Fund earned 0.09%. This represents 0.06% of value-added compared to the benchmark return of 0.03%. Ryerson pays annual fees to Fiera on the Stabilization Fund on a flat basis of 0.15% of the total value.



Attached is Fiera's December 31, 2020 Report with commentaries.

**PREPARED BY:**

Name: Anna Zsamboki, Director, Treasury & Investing Services

Date: March 1, 2021

**APPROVED BY:**

Name: Joanne McKee, Chief Financial Officer

Date: March 1, 2021





MARCH 23, 2021

# Ryerson University

**DAVID PENNYCOOK**  
Executive Vice Chairman

**NICOLAS TROTTIER, CFA, CAIA**  
Vice President, Institutional Markets

## Asset Mix

	Dec. 31 2019	Dec. 31 2020	Benchmark
Short-Term	7.3%	8.0%	5%
Bonds	23.9%	15.5%	20% <sup>1</sup>
Total Equities	61.8%	63.2%	60%
Canadian	31.9%	33.2%	30%
Foreign	29.9%	30.0%	30%
Diversified Real Asset Fund	7.0%	13.3%	15%
Total Fund	100.0%	100.0%	100%
Market Value	\$148.6 Mill	\$154.1 Mill	

Cash Flow January 1 to December 31, 2020: (\$8,780,241)

<sup>1</sup> 10% Short-Term Bonds/10% Universe Bonds



# Annualized Performance EFT Pooled Fund



December 31, 2020

	Q4-2020	Value Added	1 year	Value Added	2 years	Value Added	3 years	Value Added	4 years	Value Added	5 years	Value Added
<b>Total Portfolio</b>	<b>4.62</b>	<b>-1.01</b>	<b>9.80</b>	<b>0.84</b>	<b>13.21</b>	<b>1.36</b>	<b>8.38</b>	<b>1.43</b>	<b>8.86</b>	<b>1.59</b>	<b>8.48</b>	<b>1.10</b>
Benchmark**	5.63		8.96		11.85		6.95		7.27		7.38	
<b>Bonds</b>	<b>0.83</b>	<b>0.28</b>	<b>8.29</b>	<b>1.29</b>	<b>6.79</b>	<b>0.81</b>	<b>5.05</b>	<b>0.61</b>	<b>4.39</b>	<b>0.44</b>	<b>3.88</b>	<b>0.39</b>
50% FTSE CAN ST & 50% FTSE CAN Universe	0.55		7.00		5.98		4.44		3.95		3.49	
<b>Canadian Equities</b>	<b>7.49</b>	<b>-1.48</b>	<b>4.47</b>	<b>-1.13</b>	<b>13.32</b>	<b>-0.59</b>	<b>5.55</b>	<b>-0.19</b>	<b>6.62</b>	<b>0.05</b>	<b>8.55</b>	<b>-0.78</b>
S&P/TSX Composite	8.97		5.60		13.91		5.74		6.57		9.33	
<b>U.S. Equities</b>	<b>6.00</b>	<b>-0.96</b>	<b>21.26</b>	<b>4.94</b>	<b>24.26</b>	<b>3.76</b>	<b>19.33</b>	<b>4.52</b>	<b>19.53</b>	<b>4.96</b>	<b>16.81</b>	<b>3.57</b>
S&P 500 Total Return - Cdn\$	6.96		16.32		20.50		14.81		14.57		13.24	
<b>International Equities</b>	<b>6.35</b>	<b>-4.33</b>	<b>18.44</b>	<b>12.52</b>	<b>21.85</b>	<b>11.08</b>	<b>14.37</b>	<b>9.51</b>	<b>16.54</b>	<b>8.81</b>	<b>12.60</b>	<b>6.99</b>
MSCI EAFE NET \$Cdn	10.68		5.92		10.77		4.86		7.73		5.61	
<b>Alternative Investments</b>	<b>2.90</b>	<b>1.63</b>	<b>5.63</b>	<b>-0.28</b>	<b>N/A</b>		<b>N/A</b>		<b>N/A</b>		<b>N/A</b>	
Blended Benchmark	1.27		5.91		N/A		N/A		N/A		N/A	

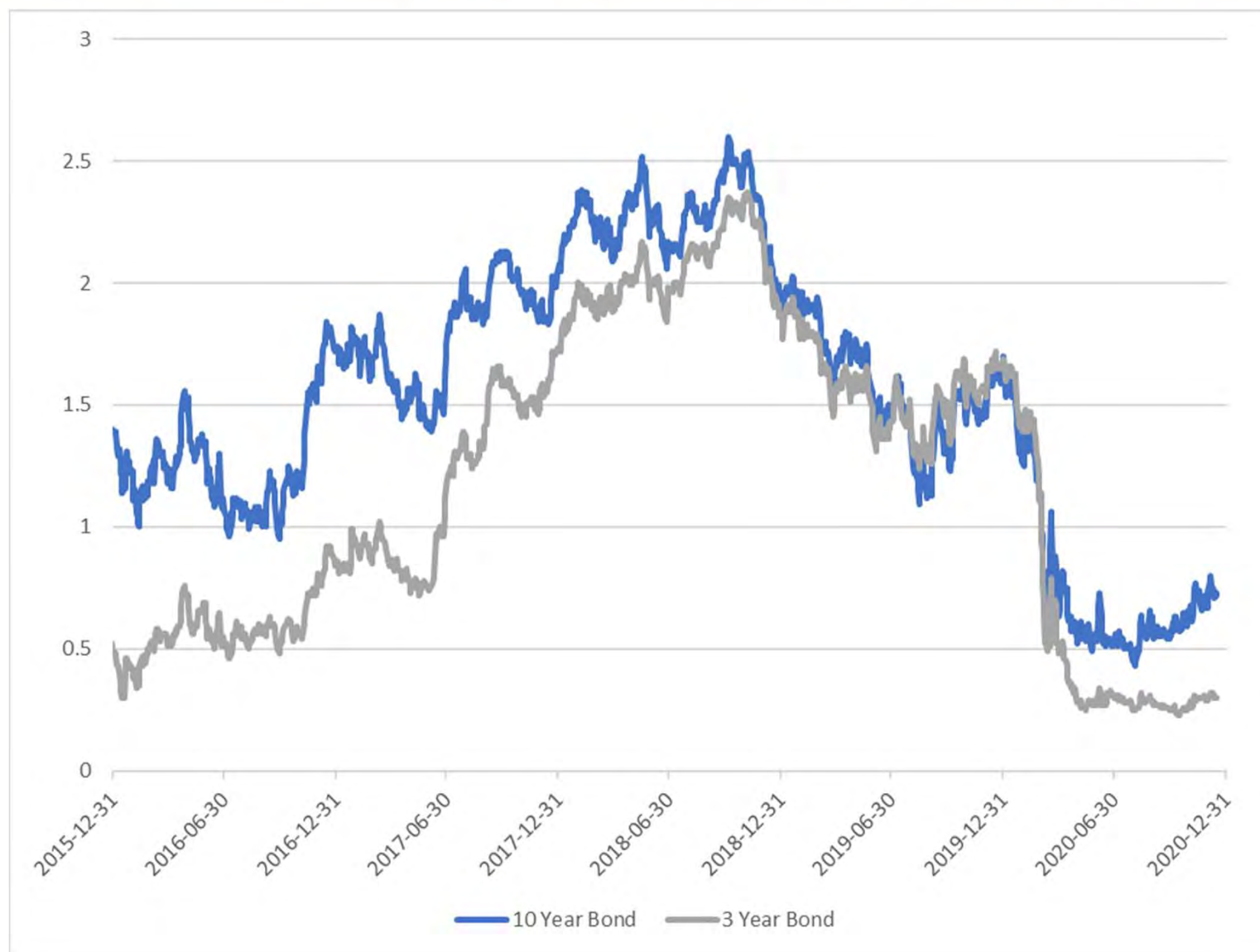
Performance Benchmark : 5% FTSE CAN TBILL 91 days; 14% FTSE CAN Univ; 14% FTSE CAN Short Term Bond; 30% S&P TSX Comp; 15% S&P 500 \$Cdn; 15% MSCI EAFE NET \$CDN; 7% FTSE CAN TBILL 91 + 5%

Current Benchmark : 5% FTSE CAN Treasury Bills (91 days) ; 20% (50% FTSE CAN ST & 50% FTSE CAN Universe) ; 30% S&P/TSX Composite ; 15% S&P 500 \$Cdn ; 15% MSCI EAFE NET \$Cdn ; 15% (FTSE CAN TBILL 91 + 5%)



# Bonds

## Canada 3 & 10 Year Bond Yield



As of December 31, 2020

Source: Bank of Canada

# Bond Analysis

December 31, 2020

	Portfolio Weights	Benchmark
<b>Sector Commitments</b>		
Government of Canada	8.1%	41.3%
Provincial/Municipal	56.5%	30.4%
Corporate	35.4%	28.4%
<b>Quality &amp; Characteristics</b>		
AAA	8.4%	44.3%
AA	24.4%	30.7%
A	53.7%	13.6%
BBB	11.7%	11.4%
Duration (Yrs)	5.8	5.6
Yield To Maturity	1.2%	0.9%

Totals may not sum to 100% due to non-rated securities and money market securities.

Benchmark: 50% FTSE CAN ST & 50% FTSE CAN Universe



# Canadian Equities

# Sector Allocation & Contribution

## 1 Year Ending December 31, 2020

Sector	Performance, 1 Year (%)		Weight Dec 31 (%)		Contribution to Value Added, 1 Year (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	-32.3	-26.6	8.3	11.2	1.20	-0.62
Materials	8.1	21.2	10.8	13.7	0.09	-1.36
Industrials	22.5	17.0	18.0	12.5	0.55	0.60
Consumer Discretionary	5.9	17.1	4.9	3.9	0.22	-0.58
Consumer Staples	-5.5	4.3	4.3	3.8	0.10	-0.68
Health Care	0.0	-23.0	0.3	1.1	0.35	0.03
Financials	2.9	1.6	31.4	30.2	0.01	0.38
Information Technology	28.5	80.7	10.8	10.3	1.66	-3.86
Communication Services	-0.3	-3.7	5.2	4.9	-0.15	0.15
Utilities	8.9	15.3	3.6	5.1	-0.16	-0.19
Real Estate	28.1	-8.7	2.4	3.1	0.11	0.87
Total	4.6	5.6	100.0	100.0	4.00	-5.26


\*S&P/TSX Composite

Note: The cash position is excluded from the calculations.

# Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
<b>1. Energy</b>	<b>8.27</b>	<b>11.19</b>
Cdn Natural Res	3.03	1.46
Pembina Pipeline	1.77	0.67
Keyera Corp	1.55	0.20
<b>2. Materials</b>	<b>10.81</b>	<b>13.72</b>
Nutrien Ltd	3.89	1.41
Franco Nevada Corp	3.16	1.23
CCL Industries Inc	1.57	0.35
<b>3. Industrials</b>	<b>18.04</b>	<b>12.51</b>
Cdn Natl Railway	4.80	4.03
Cdn Pacific Railway	4.19	2.40
Waste Connections	2.71	1.39
<b>4. Consumer Discretionary</b>	<b>4.94</b>	<b>3.91</b>
Restaurant Brands	2.68	0.96
Dollarama	1.55	0.61
<b>5. Consumer Staples</b>	<b>4.32</b>	<b>3.84</b>
Metro Inc	3.08	0.58
Loblaw Cos Ltd	0.89	0.41
<b>6. Health Care</b>	<b>0.26</b>	<b>1.15</b>

	Portfolio (%)	Index* (%)
<b>7. Financials</b>	<b>31.44</b>	<b>30.24</b>
Royal Bank of Canada	8.50	6.03
Toronto Dominion BK	7.45	5.29
Brookfield Asset Mgt	5.56	2.99
<b>8. Information Technology</b>	<b>10.78</b>	<b>10.32</b>
Constellation Sftwr	3.29	1.33
Cgi Inc	2.53	0.94
Kinaxis Inc	2.09	0.20
<b>9. Communication Services</b>	<b>5.18</b>	<b>4.91</b>
Telus Corp.	2.62	1.32
Quebecor Inc	1.91	0.23
Rogers Communication	0.65	0.84
<b>10. Utilities</b>	<b>3.56</b>	<b>5.12</b>
Brookfield Infr Prtr	2.11	0.75
Fortis Inc	1.25	0.98
<b>11. Real Estate</b>	<b>2.41</b>	<b>3.10</b>
Firstservice Corp	1.39	0.26

 Securities which are part of the top ten holdings.  
 Top ten holdings represent 47.6% of the portfolio.  
 This page displays the top three holdings above 0.30% for each sector in the portfolio.

Cash and money market positions are excluded from security weights calculations.

\*S&P/TSX Composite





# Foreign Equities

# US Equity ESG

## Sector Allocation & Contribution

### 1 Year Ending December 31, 2020

Sector	Performance, 1 Year (%)		Weight Dec 31 (%)		Contribution to Value Added, 1 Year (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.0	-34.8	0.0	2.3	1.83	0.00
Materials	22.2	18.6	9.7	2.6	0.15	0.30
Industrials	28.7	9.1	10.8	8.4	0.69	1.41
Consumer Discretionary	17.7	31.0	13.5	12.7	0.28	-1.24
Consumer Staples	14.5	8.8	6.6	6.5	-0.03	0.47
Health Care	15.0	11.5	15.4	13.5	-0.15	0.51
Financials	18.4	-3.4	18.0	10.4	-1.40	4.28
Information Technology	26.5	41.4	20.2	27.6	-1.20	-2.22
Communication Services	28.5	21.4	5.7	10.8	-0.17	0.36
Utilities	0.0	-1.3	0.0	2.8	0.53	0.00
Real Estate	0.0	-4.0	0.0	2.4	0.51	0.00
Total	21.6	16.3	100.0	100.0	1.04	3.87

\*S&P 500 Total Return - Cdn\$

Note: The cash position is excluded from the calculations.

# US Equity ESG

## Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
<b>1. Energy</b>	<b>0.00</b>	<b>2.28</b>
<b>2. Materials</b>	<b>9.68</b>	<b>2.63</b>
Sherwin Williams Co	4.36	0.19
Linde Plc	3.34	0.44
Ecolab Inc	1.98	0.17
<b>3. Industrials</b>	<b>10.85</b>	<b>8.40</b>
Graco Inc	3.09	0.00
Carrier Global Corp	2.90	0.10
Middleby Corp	2.47	0.00
<b>4. Consumer Discretionary</b>	<b>13.54</b>	<b>12.72</b>
Nike Inc	3.65	0.56
Autozone Inc	3.60	0.09
TJX Companies Inc	3.20	0.26
<b>5. Consumer Staples</b>	<b>6.64</b>	<b>6.51</b>
Pepsico Inc	4.18	0.65
Colgate Palmolive Co	2.46	0.23
<b>6. Health Care</b>	<b>15.43</b>	<b>13.46</b>
Unitedhealth Grp Inc	4.67	1.05
Johnson & Johnson	4.47	1.31
Becton Dickinson	3.43	0.23

	Portfolio (%)	Index* (%)
<b>7. Financials</b>	<b>18.00</b>	<b>10.44</b>
Moodys Corp	6.41	0.15
MSCI Inc	4.56	0.12
Cme Group Inc	2.73	0.21
<b>8. Information Technology</b>	<b>20.18</b>	<b>27.61</b>
Microsoft Corp	8.09	5.31
Mastercard Inc	5.49	0.99
Analog Devices Inc	3.38	0.17
<b>9. Communication Services</b>	<b>5.69</b>	<b>10.77</b>
Alphabet Inc	5.69	1.66
<b>10. Utilities</b>	<b>0.00</b>	<b>2.76</b>
<b>11. Real Estate</b>	<b>0.00</b>	<b>2.42</b>

■ Securities which are part of the top ten holdings.  
Top ten holdings represent 51.6% of the portfolio.  
This page displays the top three holdings above 0.30% for each sector in the portfolio.

Cash and money market positions are excluded from security weights calculations.

\*S&P 500 Total Return - Cdn\$

# International ESG

## Sector Allocation & Contribution



### 1 Year Ending December 31, 2020

Sector	Performance, Year To Date (%)		Weight Dec 31 (%)		Contribution to Value Added, Year To Date (%)	
	Portfolio	Index*	Portfolio	Index*	Sector	Security
Energy	0.0	-28.8	0.0	3.1	1.48	0.00
Materials	20.7	18.5	3.1	7.9	-0.41	0.02
Industrials	13.1	9.0	27.7	15.2	0.37	0.92
Consumer Discretionary	9.9	13.7	11.5	12.5	-0.13	-0.45
Consumer Staples	16.0	3.9	18.1	10.9	-0.21	2.23
Health Care	13.6	9.4	11.1	12.9	-0.13	0.25
Financials	9.4	-5.6	11.2	16.3	0.61	1.74
Information Technology	52.3	26.1	17.3	8.9	1.53	3.07
Communication Services	0.0	10.6	0.0	5.2	-0.16	0.00
Utilities	0.0	12.2	0.0	3.9	-0.21	0.00
Real Estate	0.0	-8.5	0.0	3.1	0.51	0.00
Total	18.7	5.9	100.0	100.0	3.24	7.78

\*MSCI EAFE NET \$Cdn

Note: The cash position is excluded from the calculations.

# International ESG

## Top 3 Stocks By Sector

	Portfolio (%)	Index* (%)
<b>1. Energy</b>	<b>0.00</b>	<b>3.13</b>
<b>2. Materials</b>	<b>3.10</b>	<b>7.87</b>
Chr.Hansen Hldgs A	1.90	0.07
Fuchs Petrolub Se	1.20	0.02
<b>3. Industrials</b>	<b>27.69</b>	<b>15.22</b>
Ihs Markit Ltd	4.43	0.00
Schindler Holding AG	3.48	0.07
Intertek Group	3.19	0.08
<b>4. Consumer Discretionary</b>	<b>11.49</b>	<b>12.53</b>
Shimano Inc	3.37	0.11
Intercontl Hotels	3.14	0.07
Essilorluxottica	2.79	0.28
<b>5. Consumer Staples</b>	<b>18.08</b>	<b>10.94</b>
Nestle Sa	6.84	2.15
L'Oreal	4.57	0.60
Unilever Plc	4.22	0.00
<b>6. Health Care</b>	<b>11.14</b>	<b>12.86</b>
Roche Hldgs AG	5.31	1.55
Novo-Nordisk As	4.07	0.76
Alcon AG	1.75	0.21

	Portfolio (%)	Index* (%)
<b>7. Financials</b>	<b>11.16</b>	<b>16.31</b>
London Stock Exch	3.82	0.25
Cmnwlth BK of Aust	3.08	0.71
Housing Devel Fin	2.10	0.00
<b>8. Information Technology</b>	<b>17.34</b>	<b>8.94</b>
Taiwan Semiconductor	7.18	0.00
Keyence Corp	7.11	0.65
Sap Se	3.05	0.87
<b>9. Communication Services</b>	<b>0.00</b>	<b>5.22</b>
<b>10. Utilities</b>	<b>0.00</b>	<b>3.88</b>
<b>11. Real Estate</b>	<b>0.00</b>	<b>3.10</b>

■ Securities which are part of the top ten holdings.  
Top ten holdings represent 51% of the portfolio.  
This page displays the top three holdings above 0.30% for each sector in the portfolio.

Cash and money market positions are excluded from security weights calculations.

\*MSCI EAFE NET \$Cdn

# Compliance

---

The undersigned confirms that, throughout the 3-month period ending December 31st, 2020:

The portfolio managed by Fiera Capital Corporation for Ryerson University (the "Account") was in compliance with the investment guidelines and restrictions applicable to the Account.

The Fiera Fund held in the Account (the "Fund") was in compliance with the investment guidelines and restrictions applicable to the Fund.

The undersigned confirms that, to the best of his knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated January 13th, 2021



---

Thomas Di Stefano, CFA  
Interim Chief Compliance Officer

# Current Economic Scenarios

## February 2021

### MAIN SCENARIO

Rapid Recovery

PROBABILITY 55%

Our base case scenario calls for a swift return to normality in 2021. Several safe and effective vaccines prove successful in quashing the pandemic and are deployed in a timely manner, which allows for an accelerated reopening of larger parts of the global economy and a faster normalization in both consumer and business spending behaviours in the latter stages of the first half of 2021. As the wider population gets inoculated, both isolationism and social distancing measures abate and sentiment improves drastically in accordance. As a result, the animal spirits revive themselves and economic activity snaps back dramatically at a rapid pace during the first half of 2021 as pent-up demand is unleashed, particularly given that savings remain extraordinarily elevated across the globe. Meanwhile, the lagged impacts from the flood of monetary and fiscal stimulus already in place inevitably amplifies the rebound through 2021 and beyond. As a new cycle of robust and above-trend growth ensues and closes the output gap by year-end, newly announced stimulus measures are unlikely (and unnecessary) in this optimistic scenario.

### SCENARIO 2: Subdued Recovery

PROBABILITY 30%

The emergence of multiple viable vaccines brings about a certain degree of confidence that the end of the pandemic is in sight, which greatly reduces the likelihood and the necessity for draconian lockdown measures beyond mid-2021. However, periodic setbacks on the road to immunity (namely logistical issues) push the timeline to widespread inoculation further out into the back half of the year, which ultimately restrains the magnitude of the recovery in the first half of 2021. As it takes longer to gain control over the propagation of the virus, social distancing behaviours linger-on and health fears prompt some reluctance from consumers and businesses to re-engage fully. Meanwhile, the global economy takes longer to reopen fully, while some lighter, localized confinement measures remain in place and dampen the growth trajectory in the first part of the year. As the economy takes longer to return to pre-COVID levels under this subdued recovery scenario, monetary and fiscal stimulus is almost certain to remain extremely accommodative over the 12-18 month time horizon.

### SCENARIO 3: Economic Relapse

PROBABILITY 15%

The unrelenting spread and mutation of the coronavirus ultimately overwhelms vaccination efforts and engulfs the medical system, while unforeseen vaccine-related setbacks and questions about their efficacy derails the nascent recovery through 2021. Failure to contain the rampant outbreak morphs into the return of strict countermeasures and sends the global economy back into a full-blown recession. Specifically, virus mitigation efforts from governments that include quarantines, work stoppages, and restricted mobility fuels a steep contraction in global economic activity, with fearful consumers and businesses remaining isolated and reluctant to spend. These factors become self-fulfilling in that the loss of business revenues and potential for corporate bankruptcies results in job losses that further dampen spending intentions and economic activity in the coming year. However, the fragile state of the economy and stubbornly-elevated unemployment ensures that both monetary and fiscal policy remain expansionary, which helps to alleviate any permanent damage in this calamitous scenario.



# Firm Overview

## ABOUT US

Publicly-traded, independent Canadian investment management firm

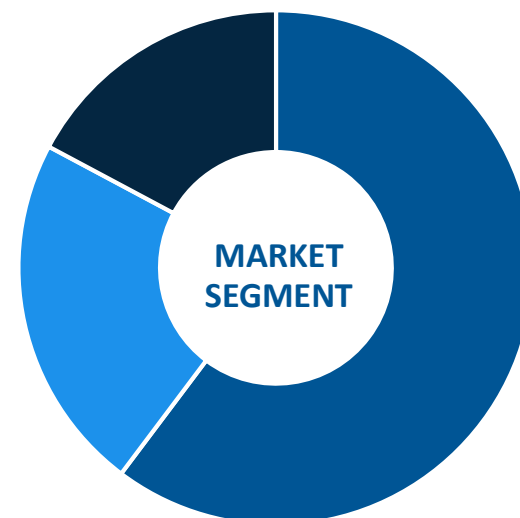
800+ employees including more than 200+ investment professionals

Depth and expertise in traditional and alternative strategies

Offices Across Canada

## ASSETS UNDER MANAGEMENT

**\$180.2B\***



Institutional Markets	\$108.6B	60 %
Retail	\$40.6B	23 %
Private Wealth	\$31.0B	17 %
<b>Total</b>	<b>\$180.2B</b>	<b>100 %</b>



## Appendix – Stabilization Fund

## Portfolio Summary

### Stabilization Fund

	Dec. 31 2020	Benchmark
Cash & Short-Term	100.0%	100% (0-100)
Market Value	\$13,950,136	

\$9,178,587 transferred to Stabilization Fund on Oct. 8, 2020

# Annualized Performance

## Stabilization Fund

	Q4-2020	Value Added	1 year	Value Added	Since* Inception	Value Added
<b>Total Portfolio</b>	<b>0.09</b>	<b>0.06</b>	<b>0.88</b>	<b>0.02</b>	<b>1.33</b>	<b>0.14</b>
FTSE CAN Treasury Bills (91 days)	0.03		0.86		1.19	

\* Inception Date: April 26, 2019

# Compliance

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The undersigned confirms that, throughout the 3-month period ending December 31st, 2020:

The portfolio managed by Fiera Capital Corporation for Ryerson University Stabilization Fund (the "Account") was in compliance with the investment guidelines and restrictions applicable to the Account.

The Fiera Fund held in the Account (the "Fund") was in compliance with the investment guidelines and restrictions applicable to the Fund.

The undersigned confirms that, to the best of his knowledge, no investigation or disciplinary action has been commenced against Fiera Capital Corporation during the period by any securities regulatory authority.

Dated January 13th, 2021



---

Thomas Di Stefano, CFA  
Interim Chief Compliance Officer



# fieracapital.com

## Montreal

**FIERA CAPITAL CORPORATION**  
1501 McGill College Avenue  
Suite 800  
Montreal, Quebec H3A 3M8  
T 514 954-3300 / 1 800 361-3499

## Toronto

**FIERA CAPITAL CORPORATION**  
1 Adelaide Street East  
Suite 600  
Toronto, Ontario M5C 2V9  
T 416 364-3711 / 1 800 994-9002

## Calgary

**FIERA CAPITAL CORPORATION**  
607 8th Avenue SW  
Suite 300  
Calgary, Alberta T2P 0A7  
T 403 699-9000

## Vancouver

**FIERA CAPITAL CORPORATION**  
1040 West Georgia Street  
Suite 520  
Vancouver, British Columbia V6E 4H1  
T 604 688-7234 / 1 877 737-4433

## New York

**FIERA CAPITAL INC.**  
375 Park Avenue  
8th Floor  
New York, New York 10152  
T 212 300-1600

## Boston

**FIERA CAPITAL INC.**  
One Lewis Wharf  
3rd Floor  
Boston, Massachusetts 02110  
T 857 264-4900

## Dayton

**FIERA CAPITAL INC.**  
10050 Innovation Drive  
Suite 120  
Dayton, OH 45342  
T 937 847-9100

## Los Angeles

**BEL AIR INVESTMENT ADVISORS**  
1999 Avenue of the Stars  
Suite 3200  
Los Angeles, California 90067  
T 310 229-1500

## London

**FIERA CAPITAL (UK) LTD**  
39 St James's Street  
London, SW1A 1JD  
United Kingdom  
T +44 20 7518 2100





## **BOARD OF GOVERNORS**

**March 30, 2021**

### **AGENDA ITEM: 2021-22 Budget: Government Funding Update and Budget Strategy**

#### **STRATEGIC OBJECTIVES:**

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Scholarship, Research and Creative Activity
- ☐ Graduate Program Development
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☒ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

#### **ACTION REQUIRED:** Information

#### **SUMMARY:**

An update on government funding, tuition and enrolment; key elements of the budget strategy; and progress to date.

#### **BACKGROUND:**

The presentation provides updated information on government policy changes affecting funding. It also summarizes the budget strategy and progress to date.

#### **COMMUNICATIONS STRATEGY:** N/A

#### **PREPARED BY:**

Name: Glenn Craney, Deputy Provost and Vice Provost, University Planning

Date: March 23, 2021

#### **APPROVED BY:**

Name: Saeed Zolfaghari, Interim Provost and Vice President Academic

Date: March 23, 2021

# 2021-22 Budget Update

Board Finance Committee - March 2021



# Update from Government

Ryerson  
University





# Provincial Context: 2020 Ontario Budget

- Focused on the response to COVID-19
- \$45 billion in support over three years to support 3 key themes – Protect, Support, Recover
- Small investments in postsecondary, no cuts for 2020-21
- \$38.5 billion budget deficit projected for 2020-21 and \$33.1 billion for 2021-22



# 2021 Ontario Budget

- To be tabled March 24, 2021
- Expected to hear about:
  - Tuition Fees Framework
  - Operating Grants
  - Specific Postsecondary Initiatives
  - Near term and future budget deficits





# SMA3 Metrics Update

			SMA2	SMA3	SMA3	SMA3	SMA3	SMA3	
	Metric	Data Source	Sector	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Skills & Job Outcomes	Graduate Earnings	Statistics Canada	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Experiential Learning	OCAV, TCU, Institutions	Colleges and Universities	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Skills & Competencies	Under Development	Colleges and Universities	Metric data development	Initial collection & cleaning	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduate Employment	TCU Survey	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institutional Strength/Focus	TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Graduation Rate	TCU Graduate Record File	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
Economic & Community Impact	Research Funding & Capacity	Tri-council	Universities ONLY	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Apprenticeship Related	Under development	Colleges ONLY	Metric data development	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Innovation	Financial data (Industry Funding)	Colleges and Universities	Metric data development	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Community / Local Impact	Student Population TCU	Colleges and Universities	Data review & analysis	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	Institution Specific Metric	Institutions (Economic Impact)	Colleges and Universities	Included in SMA2	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding	Metric activated for funding
	*Faculty Workload	Institutions	Colleges and Universities	Initial Instructions to Institutions	Publication	Publication	Publication	Publication	Publication
	*Faculty Compensation	Institutions	Colleges and Universities	Initial Instructions to Institutions	Publication	Publication	Publication	Publication	Publication
*Productivity, Accountability and Transparency Metrics for Data Collection Only									



# SMA3 Funding Metrics and 2020-21 Targets

SMA3 Funding Metric	Historical Results * (Most Recent Years)	2020-21 Target *
Graduate Earnings ( <i>median earnings after 2 years</i> )	\$45,955; \$46,021; \$47,439	\$46,538 ( <i>Activates in 2021-22</i> ) ^
Experiential Learning	TBD	TBD ( <i>Activates in 2021-22</i> ) ^
Skills & Competencies	TBD	TBD ( <i>Activates in 2022-23</i> ) ^
Graduate Employment Rate in Related Field^	90.95%, 89.05%, 89.41%	90.16%
Institutional Strength/Focus ( <i>as % of total enrolment</i> )	51.26%, 51.42%, 51.46%	51.46%
Graduation Rate	72.78%, 72.46%, 74.44%	73.55%
Research Funding & Capacity ( <i>% of Ontario system total</i> )	1.83%, 1.77%, 1.82%	1.85%
Innovation (Private Sector Research Funding)	TBD	TBD ( <i>Activates in 2021-22</i> ) ^
Community/Local Impact ( <i>total enrolment as % of Toronto population</i> )	2.26%, 2.31%, 2.33%	2.31%
Economic Impact: Number of start-ups ( <i>institution-specific metric</i> )	323, 325, 354	336

\* This information is based on the ministry's current working materials which remain subject to further revision.

^ Universities were advised on August 14, 2020 that: "Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021-22) of SMA3. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned." Metrics will be activated for data collection as originally scheduled.



# 2021 Budget Strategy

Ryerson  
University





# 2021-22 Budget Model Working Assumptions

Revenue projected to increase by 1.0%

- No operating grant growth
- Domestic tuition fee freeze
- 5% international tuition fee increase + modest enrolment growth

Cost escalation projected to increase by 3.5%

- Salary / benefit increases
- Teaching costs
- International recruitment costs

**Total shortfall = \$16.5 M or about 3.5% of the cuttable base**



# 2020-21 COVID-19 Costs

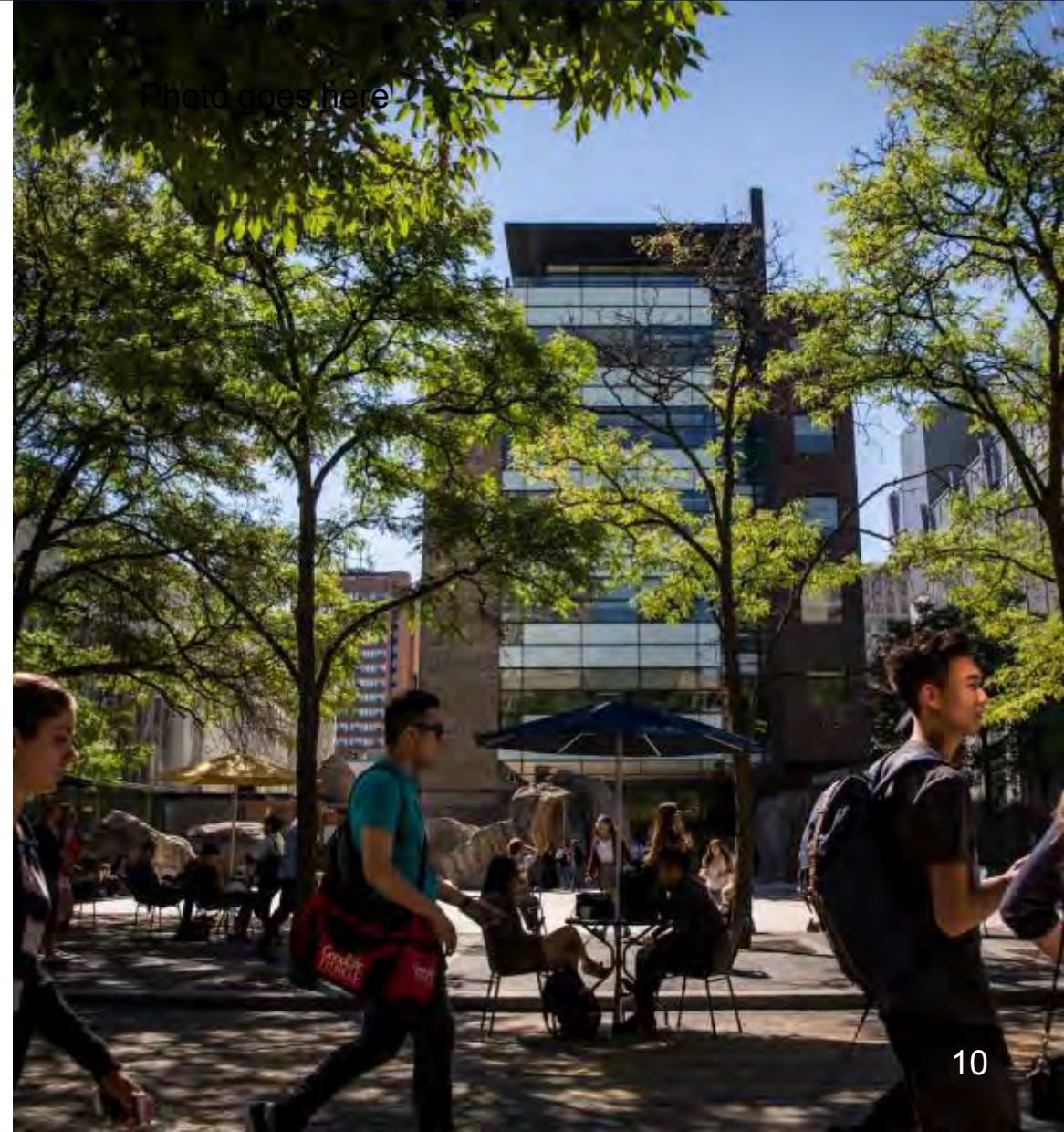
- In October 2020, we surveyed budget managers for their projections on:
  - Direct costs related to COVID-19
  - Reduced revenues
  - Expected savings
- Total COVID-19 impact projected to be \$30.8 M
- 2020-21 budget approved by the Board indicates that we will use reserves and departmental carryforwards to address these pressures





# Budget Risks

- Decreased international recruitment: applications down significantly compared to same time last year
- Government Risk: Operating grant/ tuition fee uncertainty
- Continued COVID 19 Risk: Uncertainty about length/extent of remote work and learning into 2021-22





# Guiding Budget Principles



1. Prioritize students
2. Protect Ryerson's core business
3. Be fair and transparent
4. Remain forward looking
5. Conduct wide consultations with the community



# Stay Focused, Work Together

Five complementary plans serve as a blueprint for the next several years:

- Academic Plan
- The Campus Master Plan
- International Strategy
- Strategic Research Plan
- Toward Ryerson 2030, University Advancement Plan

These plans are united by Ryerson Strategic Vision 2020-2030

Priorities articulated in the Academic Plan:

- The Student Experience
- Scholarly, Research, and Creative Activity and Graduate Studies
- Advancing Indigenous Initiatives
- Innovation: Continuing to Challenge the Status Quo
- Community and Urban Partnerships



# Budget Strategy



- Balance Budget
- Top priority to reduce the overall size of the budget reduction
- Continue to track COVID 19 Costs and forecast requirements for 2021-22
- Use one time reserves to focus on University Priorities in 2021-22





**Ryerson  
University**

**Thank You**



## **BOARD OF GOVERNORS**

**March 30, 2021**

**AGENDA ITEM:** Scholarly, Research and Creative (SRC) Activities at Ryerson: Scaling SRC Through Partnership and Collaboration

### **STRATEGIC OBJECTIVES**

- ☒ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☒ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☐ Governance

**ACTION REQUIRED:** Information

### **SUMMARY:**

Each year, the Vice-President Research and Innovation provides the Board of Governors with an update and overview of Ryerson's previous year scholarly, research and creative (SRC) activity successes and priorities for the upcoming year.

### **BACKGROUND:**

For additional background information, please see the attached presentation.

**COMMUNICATIONS STRATEGY:** N/A

### **PREPARED BY:**

Name: Melanie Martin-Griem

Date: March 19, 2021

### **APPROVED BY:**

Name: Steven N. Liss

Date: March 19, 2021



# Board of Governors Meeting

**Scholarly, Research and Creative (SRC)  
Activities at Ryerson**  
Scaling SRC Through Partnership and  
Collaboration

Steven N. Liss, Vice-President, Research and Innovation

MARCH 30, 2021

**Ryerson  
University**

**Office of the  
Vice-President,  
Research & Innovation**



## Safely Continuing SRC Activity



**700** faculty members, students and postdoctoral fellows able to safely continue their SRC activities on campus.

---

**145** SRC spaces approved for reopening and in operation.

---

**\$5.6 million**  
in internal and external funding to support COVID-19-related SRC activities.



# Strategic Research Plan



**Urban  
Innovation**



**Justice, Equity  
& Society**



**Culture &  
Creativity**



**Work, Skills,  
Industry**



**Health &  
Well-Being**



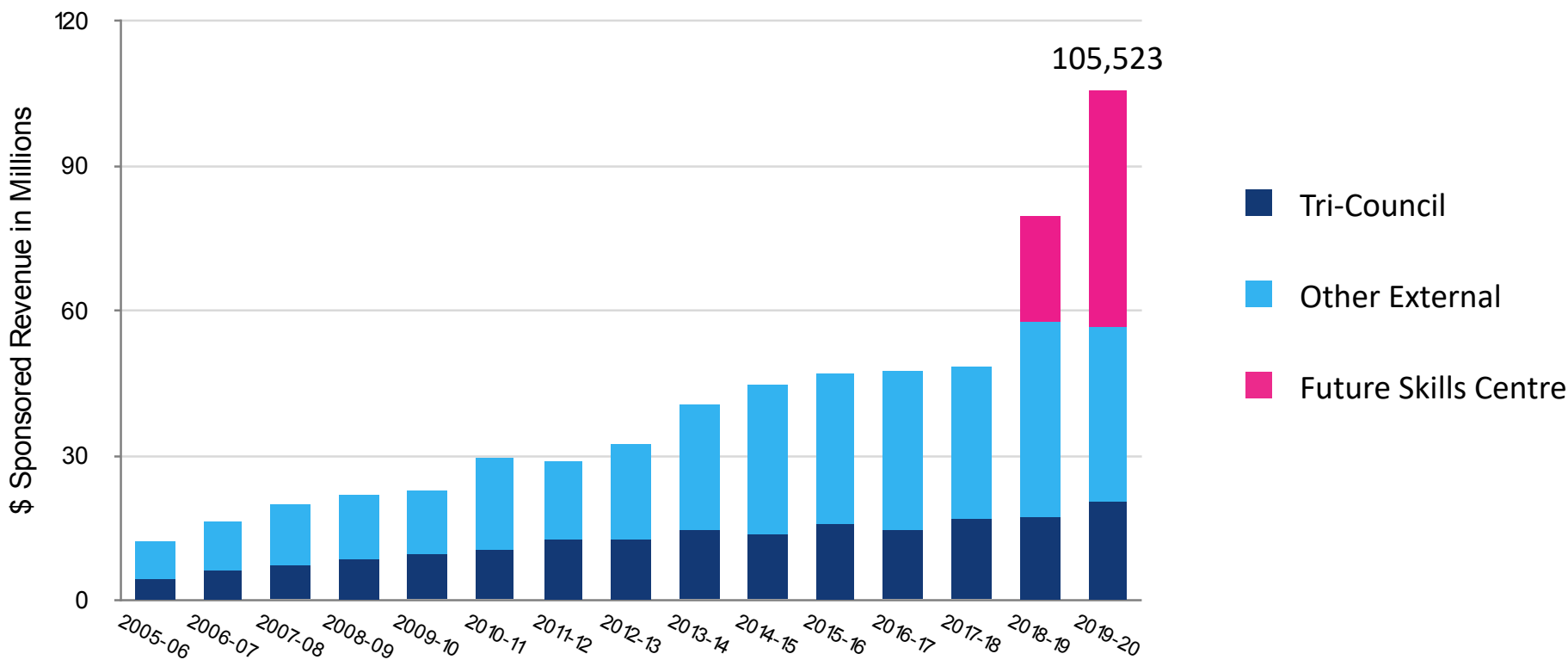
**Technology &  
Intelligent Systems**



[View Strategic Research Plan PDF](#)



# Sponsored Research Revenue



# Researchers



**Mohammadreza (Reza) Arani** – Engineering and Architectural Science



**Alexandra Fiocco** – Arts



**Miranda Kirby** – Science



**Ali Tavallaei** – Engineering and Architectural Science



**Ebrahim Bagheri** – Engineering and Architectural Science



**Blake Fitzpatrick** – Communication and Design



**Damien Lee** – Arts



**Cheryl Thompson** – Communication and Design



**Rupa Banerjee** – Ted Rogers School of Management



**Anatoliy Gruz** – Ted Rogers School of Management



**Atefeh (Atty) Mashatan** – Ted Rogers School of Management



**Anna Triandafyllidou** – Arts



**Eliza Chandler** – Community Services



**Sepali Guruge** – Community Services



**Jennifer McArthur** – Engineering and Architectural Science



**Mandana Vahabi** – Community Services



**Wendy Cukier** – Ted Rogers School of Management



**April Khademi** – Engineering and Architectural Science



**Karl Szpunar** – Arts



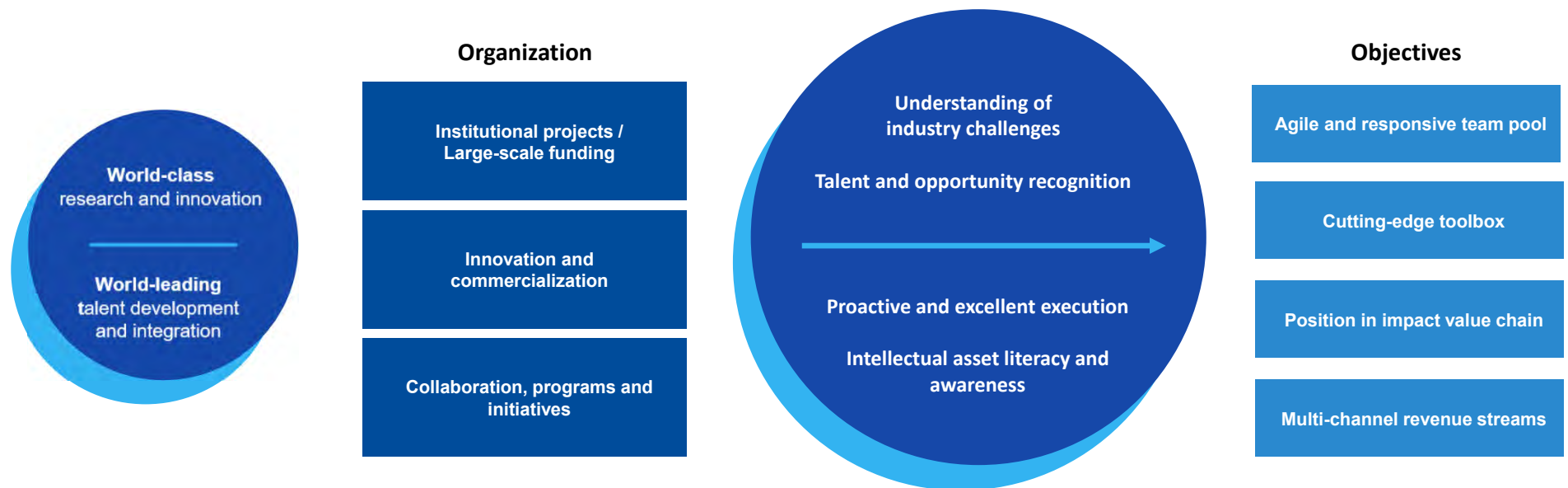
**Josephine Wong** – Community Services

# Partnership and Collaboration



# Partnership and Collaboration Strategy

Make sustainable impact using an entrepreneurial, industry-facing approach.



# Power of Partnership – Rogers Cybersecure Catalyst



Important industry-facing approach to challenges around economic stability, security and growth.

## Key new programs include:

- [Catalyst Cyber Accelerator](#) – First of its kind in Canada
- Catalyst [Cyber Range](#) – Collaboration with RHEA Group



## Collaboration – Future Skills Centre

Since February 14, 2019, the [Future Skills Centre](#) has:

- Launched 120+ innovation projects in collaboration with more than 5,000 partners
- Published nearly 60 research studies
- Focused 50% of funding to address the needs of the under-represented population groups



**Two Years  
of Future Skills**

Building a resilient learning nation, **together.**





# Scaling in Action – SRC Health Strategy

Build on the Strategic Research Plan and develop a pan-institutional [health strategy](#) to:

- Support scaling of SRC activities and common strategic direction
- Develop a shared narrative
- More than 50+ Ryerson community members and 20+ external stakeholders engaged in strategy development
- Pilot year for the Urban Health and Well-being Nexus



## Coming Next – Public Policy Task Force Report



[The Ryerson Public Policy Task Force](#) examines how the university advances faculty and student efforts that contribute to and shape policy development, and to amplify Ryerson's voice that places it at the centre of policy debate to bring evidence and clarity to the challenges and most difficult questions facing society and our governments today and into the future.

- Co-chaired by Naomi Adelson, Associate Vice-President, Research and Innovation and Matthew Mendelsohn, Visiting Professor

Thank you.







## **BOARD OF GOVERNORS**

**March 30, 2021**

**AGENDA ITEM:** Authorization to Conduct Business with the Canadian Revenue Agency

### **STRATEGIC OBJECTIVES**

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☒ Financial Resources Management
- ☒ Compliance (e.g. legislatively required)
- ☒ Governance

**ACTION REQUIRED:** Approval

### **SUMMARY:**

To enable Ryerson to open an online account under the Canadian Revenue Agency's (the "CRA") electronic services, Ryerson is required to provide a delegation from the Board authorizing the Chief Financial Officer ("CFO") to take such an action. The Board of Governors is being asked to consider the authorization.

### **BACKGROUND:**

In June 2019, the CRA expanded its My Business Account ("MyBA") electronic services to include a suite of electronic services for charities to make it easier for charities to access account information and respond to CRA queries online. Previously, business had to be conducted by phone or in-person.

Access to MyBA services will assist in facilitating the financial business of the University and will increase accountability and security as the system allows for electronic filing of documents through a secure system that tracks communications. Under MyBA, Ryerson account holders can designate specific individuals who are authorized to receive and transmit information on Ryerson's behalf.

To activate Ryerson's account on the system, the CRA requires a specific delegation from Ryerson's Board of Governors authorizing the CFO to establish and manage the account. For redundancy and continuity reasons, the CFO is requesting that the University Controller & Director of Accounting & Reporting also be included in the delegation.

### **PREPARED BY:**

Name: Ravi Haldavnekar, Controller & Director of Accounting & Reporting

Jennifer MacInnis, Associate General Counsel and Assistant Secretary of the Board of Governors

Date: February 26, 2021

**APPROVED BY:**

Name: Joanne McKee, Chief Financial Officer

Date: February 26, 2021



## **DRAFT RESOLUTION**

**RE: Authorization to Conduct Business with the Canadian Revenue Agency**

---

BE IT AND IT IS HEREBY RESOLVED:

THAT the Board of Governors delegates powers and authorizes each of the Chief Financial Officer and the Controller to conduct business on behalf of Ryerson University with the Canadian Revenue Agency, including the establishment and management of a MyBA account on behalf of Ryerson University, and the designation of Authorized Representatives under that MyBA account.

March 30, 2021

# Marketing & Communications

## Monthly Metrics & Reach



### January 2021

#### Media Relations

- Pitched Omar Alhabra OpEd by Mohamed Lachemi, and secured coverage in Toronto Star.
- Provided media relations support to Future Skills Centre on various topics and reports, including the Upskilling of Canada's Workforce, and secured coverage in Forbes and CBC.
- Presented media training refresher for new provost and vice president academic, Jennifer Simpson, in advance of a briefing organized with campus newspapers.
- Provided media training sessions for Ryerson Leadership Lab, RCCC and SLLS.
- Supported FCAD media relations efforts, including drafting media pitches and compiling media lists.
- Offering on-going issues communications support on various files.
- Generated extensive media coverage by pitching Ryerson faculty experts on various breaking news topics, including the Biden inauguration and Trump impeachment, COVID-19 zones and vaccine roll-out, GameStop stock, nursing mental health during COVID, and security/AI/virtual shifts and trends.
- **NOTE:** A comparison of Ryerson University earned media coverage from January-December 2019 to January-December 2020 showed a **73% increase in the number of media hits secured in 2020.** Much of the increase is due to Ryerson experts speaking on the pandemic.

#### Publications

- Ryerson Today published 11 editions in January.
- Editions with the most opens was Jan. 13 about the provincial Stay-At-Home Order update, with an open rate of 53.5%.
- The best performing story was President Lachemi's Welcome 2021 message with 1,586 clicks and 2,396 page views.
- Central Communications saw a 24% increase in readership from the 18-24 demographic in January when compared to prior month.

#### Leadership Communications

- Executed successful multi-faceted internal communications roll out of the announcement of the new Provost and Vice-President, Academic.
- Drafted January 13th community-wide and faculty updates from the President re: COVID-19 stay-at-home order protocols for Ontario, distributed in Ryerson Today.
- Drafted January 23rd community wide "Welcoming 2021" update from the President, distributed in Ryerson Today.
- Produced and distributed thrice weekly COVID-19 environmental scans for leadership team.
- Provided faculty with overview of augmented Academic Accommodation Support, including three new full-time staff roles that will improve key links in the AAS support chain.
- Updated Brampton website to better reflect Ryerson's offerings and ambitions.



- Improved structure and experience of Provost and Vice-President, Academic website.
- Prepared leadership for Board of Governors meeting on January 29.
- On-going preparation and planning for UCE partnership announcement.

### Marketing

- Launched International Enrolment campaign (Google and social ads) promoting one-on-one meetings for International students with recruitment officers and student ambassadors.
- Created social graphics for the Faculty of Law's new legal tech conference, LegalNext, taking place March 6.
- Designed a conference bid proposal for the Faculty of Arts.
- Developed new platform/messaging for iBoost's brand refresh. Next steps include refreshing their visual identity and website.
- Resized a Ryerson Reputation campaign ad (3/4 page) with OVPRI for the Infosource Research supplement in the National Post (March 25 insertion).
- Created two celebratory ads for a photo book celebrating Hazel McCallion's remarkable life and accomplishments over the past 100 years.
- Working on the development of an Awareness campaign for the Future Skills Centre which targets key stakeholders and celebrates their two-year anniversary (launching February 14).
- Planning is underway for phase 2 of the International Enrolment campaign. This campaign focuses on key decision-making factors for international students in the aim to drive applications (launches Feb 12).

- Working on the development of The Chang School's fall campaign which will support a new brand position for the school.
- Planning and creative development is underway for the Master of Engineering Innovation and Entrepreneurship program (MEIE) Recruitment campaign, targeting domestic and international students (set to launch mid-March).
- Spring Appeal campaign planning is underway, targeting alumni to give back to the Ryerson student relief fund (set to launch mid-April).
- The Alumni Acquisition and Call for Information Updates campaign planning and creative development is in progress. The campaign will aim to target lost alumni to reconnect with us (set to launch early March).
- Leading the design of the Diversity Self-ID Report for OVPECI which is set to launch in February.

### Website

- Two new positions on the digital team have been created to provide more support to Ryerson projects and to save money by providing services we would normally need an agency for. One position is a Digital Marketing Officer, which will double the internal resources dedicated to providing paid digital advertising on multiple platforms. The other is a Web Design Specialist to provide additional coding skills for websites and to help guide the future of Ryerson website design.
- Comparing January 2021 to January 2020, the website saw a 7.59% increase in visits (1.89 million), a 15.17% increase in visitors (912,449) and a 3.81% increase in pages viewed (6,137,799).

### Social Media

- **Facebook:** Gained 466 followers to reach 78.7K. Most engaging post was about Ryerson being one of four Canadian universities to adopt



NameCoach, a name pronunciation tool, which had 454 engagements.

- **Instagram:** Gained 708 followers to reach 36.1K. Most engaging post was a reshare of a nighttime photo of the SLC, which had 2.8K engagements.
- **Twitter:** Most engaging tweet was a photo gallery of snowy winter images.
- **LinkedIn:** Gained 2012 followers to reach 253.3K. Most engaging post was about Ryerson being one of four Canadian universities to adopt NameCoach,

#### Digital Marketing

- Launched (managing in-house) a campaign for TRSM's Executive Education (XED) Emerging Leaders program running in February.
- Continued campaigns in market for the International Enrolment Office, the FEAS Master of Engineering Innovation and Entrepreneurship (MEIE) program, Arts events, The Chang School's winter enrolment, YSGS recruitment, TRSM's BComm recruitment and the MBA recruitment campaign.
- Continuing to adjust our processes as privacy and website cookie tracking preferences change digital advertising practices.
- Working with agencies in preparation for several campaign launches in February.



# Marketing & Communications

## Monthly Metrics & Reach



### February 2021

#### Media Relations

- Pitched and secured media coverage in the Toronto Star and several legal publications regarding the joint Law/CABL report on police discrimination.
- Facilitated interview for Jennifer Simpson, new provost and vice president academic, with campus media, securing positive coverage in both newspapers.
- Supported Alumni Relations' launch of Generous Futures panel discussion series with news release and targeted media pitching.
- Conducted media outreach on the launch of Ryerson's satellite campus in Cairo.
- Provided support to the Rogers Cybersecure Catalyst on the launch of the Catalyst Cyber Range, a federally funded project that will train and upskill talent, as well as provide cybersecurity research and development in Canada. The announcement was picked up by BetaKit.
- Coordinated media efforts for an event hosted by FoA on women in leadership during COVID-19.
- Ryerson faculty experts, compiled and distributed by Central Communications each morning, were pitched to media and quoted extensively on topics relating to COVID-19 vaccines and variants, the pandemic's effect on job losses, travel restrictions and isolation hotels. Other breaking news topics included the military coup in Myanmar, Facebook's

news ban in Australia, Trump's impeachment trial, and the Biden-Trudeau meeting.

#### Publications

- Ryerson Today published 12 editions in February.
- Edition with the most opens was the Friday, Feb. 5th edition, "[Update on spring and summer courses, remote work](#)."
- The best performing story was "[Virtual learning and teaching, remote work to continue for Spring and Summer 2021](#)."
- Story that received the most page views over all was "[Ryerson launching satellite campus in Cairo](#)" (10,783 clicks).

#### Leadership Communications

- Prepared community update from President Lachemi regarding Spring and Summer 2021.
- Prepared community update from President Lachemi regarding spring 2021 convocation.
- Prepared community update from President Lachemi on Ryerson's financial health.
- In partnership with Universities of Canada in Egypt, announced the fall 2021 launch of Ryerson's satellite campus in Cairo, which will offer select FCAD and FEAS degree programming to students in the MENA region this September.
- Prepared leadership for the first of three Budget Town Halls beginning February 25.
- Published article promoting the Academic Integrity Office and Academic Integrity Awareness Week in Ryerson Today.





- Produced and distributed thrice weekly COVID-19 environmental scans for leadership team.
- Improved structure and experience of Centre for Development and Counselling website.
- Updated [Budget website](#) with timely FAQs for this fiscal year.
- Launched new landing page for [International](#).
- Assisted with the launch of the Department of Undeclared Arts responsive website and migrated Department of History, Philosophy and Arts & Contemporary Studies to the responsive template — will launch the remaining three in March 2021

### Marketing

- Launched an awareness campaign celebrating the two year anniversary of the Future Skills Centre.
- Launched the second phase of the international recruitment campaign to increase applicants and encourage acceptances.
- Finalized report for Vice-President, Equity and Community Inclusion which releases the results of the 2018/19 Student Diversity Self ID survey, set to launch in March.
- Planned for the launch of The Chang School of Continuing Education Spring/Summer campaign.
- Developed the recruitment campaign for the Master of Engineering Innovation and Entrepreneurship program (MEIE).
- Planned for the Advancement Spring Appeal campaign and creative development.
- Completed the renaming process for iBoost Zone. The approved new name will be Innovation Boost Zone. Visual Identity is now in development.
- Developed creative concepts and gained approval for the chosen design concept for CUE's Impact Report - 10 Years On.
- Kicked-off development of the YSGS Year In Review design concept directions.

### Website

- Sessions increased by 16.4% (1,508,260); Users increased by 28.3% (806,735); and pages viewed increased 6.3% (4,214,757) in February 2021 compared to February 2020.
- Traffic from outside Canada showed increases in sessions of 141.0%; Users 172.1%; and Pages viewed by 56.9% comparing Feb '20 to Feb '21.

### Social Media

- **Facebook:** Gained 379 followers to reach 79.7K. Most engaging post was Ryerson Today's article about COVID's impact on nurses.
- **Instagram:** Gained 577 followers to reach 37.7K. Most engaging post was a campus beauty shot of the SLC.
- **Twitter:** Gained 84 followers to reach 59.5K. Most engaging tweet was on Ryerson's Cairo campus.
- **LinkedIn:** Gained 2.8K followers to reach 258K. Most engaging post on Ryerson's Cairo campus.

### Digital Marketing

- Launched (managing in-house) digital campaign for the Alumni Generous Futures event series and the Law Tech conference, as well as some Ryerson Today article boosts for Communications.
- Worked with agency partner to launch Future Skills Centre 2-year anniversary campaign.
- Continued digital campaigns in market for the International Enrolment Office, the FEAS Master of Engineering Innovation and Entrepreneurship (MEIE) program, YSGS recruitment, TRSM's BComm recruitment, the MBA recruitment campaign and TRSM's Executive Education (XED) Emerging Leaders program.
- Developed an on-brand email template for the Aboriginal Education Committee.



**BOARD OF GOVERNORS**  
**March 30, 2021**

**AGENDA ITEM:** Ryerson Performance Indicators — March 2021 Report

**STRATEGIC OBJECTIVES**

- ☐ Academic
- ☐ Student Engagement and Success
- ☐ Space Enhancement
- ☐ Reputation Enhancement
- ☐ Financial Resources Management
- ☐ Compliance (e.g. legislatively required)
- ☒ Governance

**ACTION REQUIRED:** Information

**SUMMARY:**

This report presents a set of performance indicators that have been developed to provide annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. The full report is posted in the Resource Centre on Diligent.

**BACKGROUND:**

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2019-20 data. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through the Senate's Progress Indicators.

**COMMUNICATIONS STRATEGY:**

The Ryerson Performance Indicators — March 2021 Report will be disseminated broadly within the Ryerson community and posted on the University's website.

**PREPARED BY:**

Name: Glenn Craney, Deputy Provost and Vice-Provost, University Planning  
Date: February 26, 2021

**APPROVED BY:**

Name: Saeed Zolfaghari, Interim Provost and Vice-Provost, Academic  
Date: March 3, 2021



## *Ryerson Performance Indicators*

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*March 2021*

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## Introduction

Ryerson Performance Indicators have been developed to provide a set of annually updated measures of University performance over a wide range of issues of interest to the Board of Governors. They are presented in a graphical manner to facilitate interpretation and have been updated to incorporate 2019-20 data.

The Performance Indicators allow the Board to track progress over time on issues central to the mission of the University. Where possible, the indicators provide comparisons against other universities. The Indicators are tracked at the level of the University. The University tracks academic-related indicators at the Faculty, Program or School/Department level through Senate's Progress Indicators.

The Ryerson Performance Indicators provide technically sound measures that were chosen for their relevance, the reliability of underlying data, the ongoing accessibility to underlying data, and the clarity of what is measured. Nevertheless, care should be taken in drawing conclusions from these indicators.

Cautions include:

- the Indicators measure only what is quantifiable and where data are available
- comparator information is based on standardized data and measures that reflect "average" universities
- comparators are not designed as benchmarks
- Ryerson is unique when compared to the program mix, enrolment and budgets of other Canadian universities

There are thirty-four Ryerson Performance Indicators that are classified into four primary categories that correspond to oversight of: Strategic Direction (15 indicators), Financial Capacity (7 indicators), Effective Management (7 indicators), and University Profile (5 indicators).

The financial capacity indicator introduced in March 2017 comprises five ratios:

- **Net Income / (Loss) Ratio:** Measures the percentage of revenues that contribute to net assets. The objective of this ratio is to track trends in the institution's net earnings.
- **Net Operating Revenues Ratio:** Operating cash flow as a proportion of revenues. This ratio provides an indication of the extent to which an institution is generating positive cash flows in the long run to be financially sustainable.
- **Primary Reserve Ratio:** Number of days an institution could function using only its resources that can be expended without restrictions. This ratio provides an indication of the university's financial strength and flexibility.
- **Interest Burden Ratio:** Proportion of total expenses supporting the annual cost of servicing debt. This is an indicator of debt affordability, as it examines the percentage of total expenses used to cover an institution's cost of servicing its debt.
- **Viability Ratio:** Proportion of long-term debt that could be settled using only resources that can be expended without restrictions. This ratio provides an indication of the funds on hand to settle long-term obligations.

First incorporated into this document in March 2021, the Strategic Mandate Agreement SMA3 indicator includes ten metrics used by the Ministry of Colleges and Universities to assess institutional performance under the Strategic Mandate Agreement 2020-2025 signed in August 2020:

- **Graduate Earnings:** Median earnings of graduates after two years.
- **Experiential Learning:** Percentage of graduates from undergraduate programs who had one or more EL opportunities while at Ryerson.
- **Skills & Competencies:** Participation in the Education and Skills Online assessment.
- **Graduate Employment Rate in Related Field:** Among graduates employed full-time, the percentage employed in fields related to skills learned in their area of study at Ryerson.
- **Institutional Strength/Focus:** Enrolment in strength/focus areas as percentage of total enrolment.
- **Graduation Rate:** The graduation rate from undergraduate programs.
- **Research Funding & Capacity:** Ryerson's percentage share of the Ontario system.
- **Innovation (Private Sector Research Funding):** Dollar value of private sector research funding.
- **Community/Local Impact:** Total enrolment as a percentage of the population in Toronto.
- **Economic Impact: Number of Start ups:** The number of start ups in the Zone ecosystem.

Table A summarizes the indicators included in the report and the update schedule for each indicator.

### **Comparator Groups**

In order to provide a context for Ryerson's performance, the indicators have also been calculated where possible for groups of other universities. The comparator groups are not necessarily ideal comparators for Ryerson because the mix of programs offered at other institutions differs from that at Ryerson and/or they differ in size.

#### **Ontario Universities**

This comparator group includes all Ontario universities: Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD University (OCAD U), Ontario Tech, Ottawa, Queen's, Ryerson, Toronto, Trent, Waterloo, Western, Wilfrid Laurier, Windsor, and York.

#### **Canadian University Survey Consortium Graduating Student Survey Canadian Universities**

This comparator group is used only for the percentage of students satisfied or very satisfied with the overall quality of education indicator that is based on data from the Canadian Undergraduate Survey Consortium (CUSC) Survey of Graduating Students. Participating universities change from year to year and the 2018 participants were: Cape Breton University, Capilano University, Carleton University, Concordia University, Concordia University of Edmonton, Dalhousie University, Lakehead University, MacEwan University, McMaster University, Mount Royal University, Nipissing University, Redeemer University, Ryerson University, Saint Mary's University, Simon Fraser University, The King's University, Trent University, Trinity Western University, Université de Moncton, University of King's College, University of Lethbridge, University of Manitoba, University of New Brunswick Fredericton, University of New Brunswick Saint John, University of Ottawa, University of Regina, University of Saskatchewan, University of the Fraser Valley, University of Victoria, University of Waterloo, University of Winnipeg, Wilfrid Laurier University.

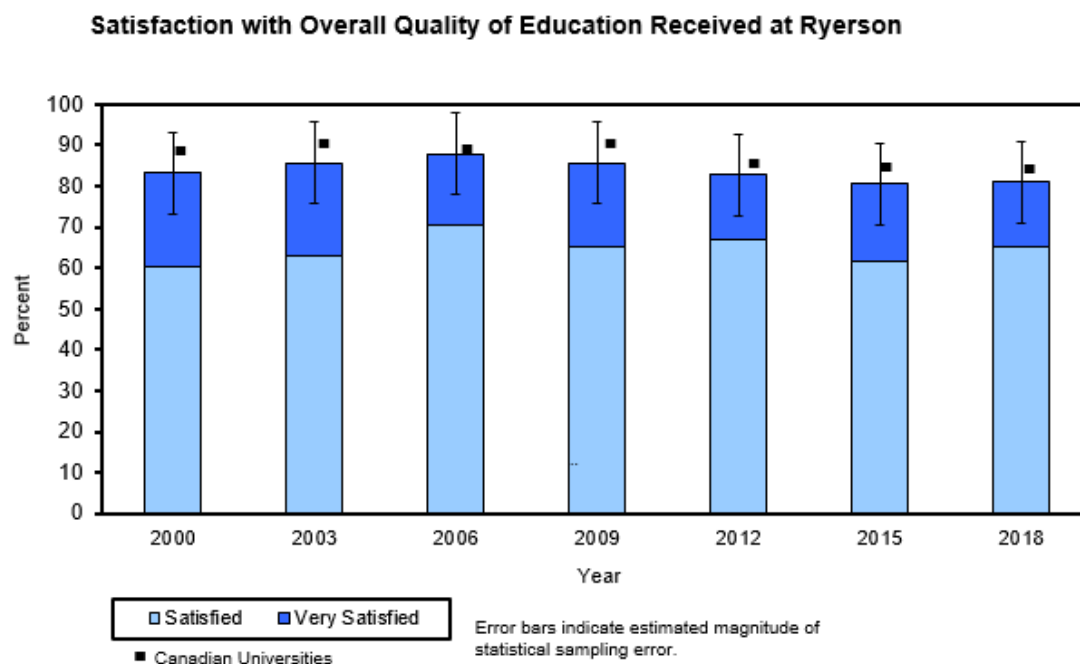
#### **U.S. Peers**

This comparator group is only used for the National Survey of Student Engagement (NSSE) benchmark summary scores and comparisons. For NSSE 2020, it includes participating public U.S. institutions that are urban, commuter universities with more than 20,000 students, and in either the *Doctoral Universities* or *Master's Colleges & Universities: Larger Universities* Carnegie categories: California State Polytechnic University-Pomona, California State University, Fullerton, California State University, Los Angeles, California State University, Sacramento, Florida International University (Miami, FL), San Francisco State University, The University of Texas at Arlington.

Table A: Ryerson Performance Indicators Classification

Performance Indicators by Primary Category	Figure Number	Update Schedule	Indicator May Provide Useful Information For Assessing:			
			Strategic Direction	Financial Capacity	Effective Management	University Profile
<b>STRATEGIC DIRECTION</b>						
Satisfaction with Overall Quality of Education Received at Ryerson	1.1	Triennial (Fall)	X		X	X
National Survey of Student Engagement: Benchmark Summary Scores and Comparisons	1.2	Biennial (Fall)	X		X	
Applications : Registrants Ratio	1.3	Annual (Fall)	X		X	
Mean Entering Average from Secondary School	1.4	Annual (Fall)	X			X
Scholarships and Bursaries as Share of Total Operating Expenditures	1.5	Annual (Summer)	X	X	X	
Percentage of Students Retained from Year I After 1, 2, and 3 Years of Study	1.6	Annual (Summer)	X		X	
MCU Graduation Rate	1.6	Annual (Fall)	X		X	
CSRDE 6-Year Graduation Rate and First-Year Retention Rate	1.7	Annual (Summer)	X		X	
MCU Employment Rate: 6 Months and 2 Years After Graduation	1.8	Annual (Fall)	X			X
Percentage of Faculty with Doctoral Degrees	1.9	Annual (Summer)	X		X	
Value and Number of Peer-Adjudicated Research Grants per Eligible Faculty Member	1.10	Annual (Summer)	X			
Total External Research Funding	1.11	Annual (Fall)	X			
Library Expenditures as Share of Total Operating Expenditures	1.12	Annual (Summer)	X	X	X	
Library Expenditures per FFTE Student	1.13	Annual (Summer)	X	X	X	
Zone Learning Enrolment (Fall Headcount)	1.14	Annual (Fall)	X			X
<b>FINANCIAL CAPACITY</b>						
Operating Deficit/Surplus as a Percentage of Operating Revenue	2.1	Annual (Summer)		X	X	
Total Liabilities as Share of Total Assets	2.2	Annual (Summer)		X	X	
Long Term Debt per FFTE Student	2.3	Annual (Summer)		X	X	
Endowment per FFTE Student	2.4	Annual (Summer)	X	X	X	X
Ryerson University Endowment Fund	2.5	Annual (Summer)		X		X
Financial Capacity Ratios	2.6	Annual (Winter)		X	X	
Strategic Mandate Agreement SMA3 Metrics	2.7	Annual (Winter)	X	X	X	
<b>EFFECTIVE MANAGEMENT</b>						
Student : Faculty Ratio	3.1	Annual (Summer)	X	X	X	
Faculty Turnover Rate	3.2	Annual (Summer)			X	
Staff Turnover Rate	3.2	Annual (Summer)			X	
Staff : Faculty Ratio	3.3	Annual (Summer)			X	
Student : Staff Ratio	3.4	Annual (Summer)	X	X	X	
Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities	3.5	Triennial (Winter)		X	X	
Facilities Condition Index (Deferred Maintenance / Current Asset Value)	3.6	Annual (Winter)		X	X	
<b>UNIVERSITY PROFILE</b>						
Percentage of Alumni Who Made a Donation to University	4.1	Annual (Summer)		X		X
Annual Number of Non-Alumni Donors	4.2	Annual (Summer)		X		X
Annual Level of Donation Commitments	4.3	Annual (Summer)		X		X
Annual Level of Donations Received	4.4	Annual (Summer)		X		X
Media References to Ryerson: Newspaper Clippings, Newspaper Impressions and Broadcast References	4.5	Annual (Summer)	X			X

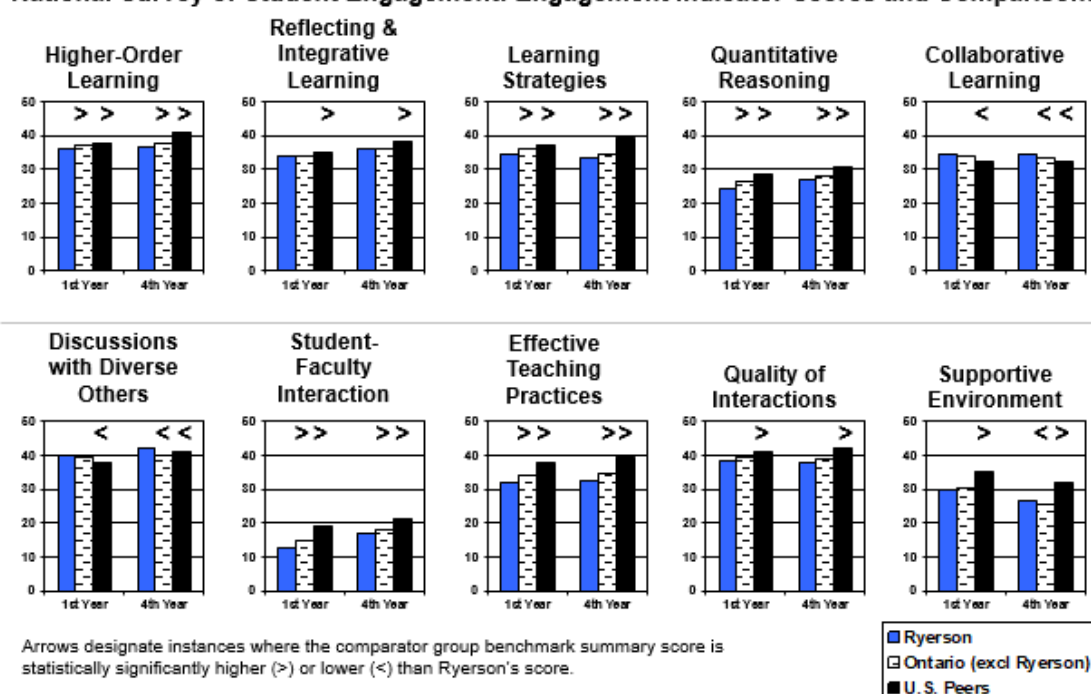
Figure 1.1



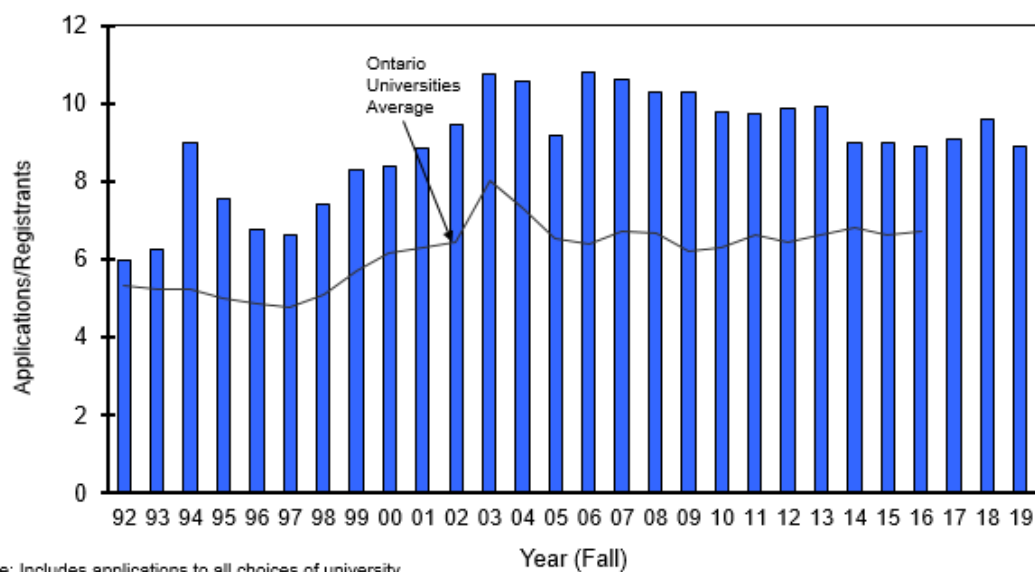
Source: Canadian University Survey Consortium (CUSC), Survey of Graduating Students (triennial)

Figure 1.2

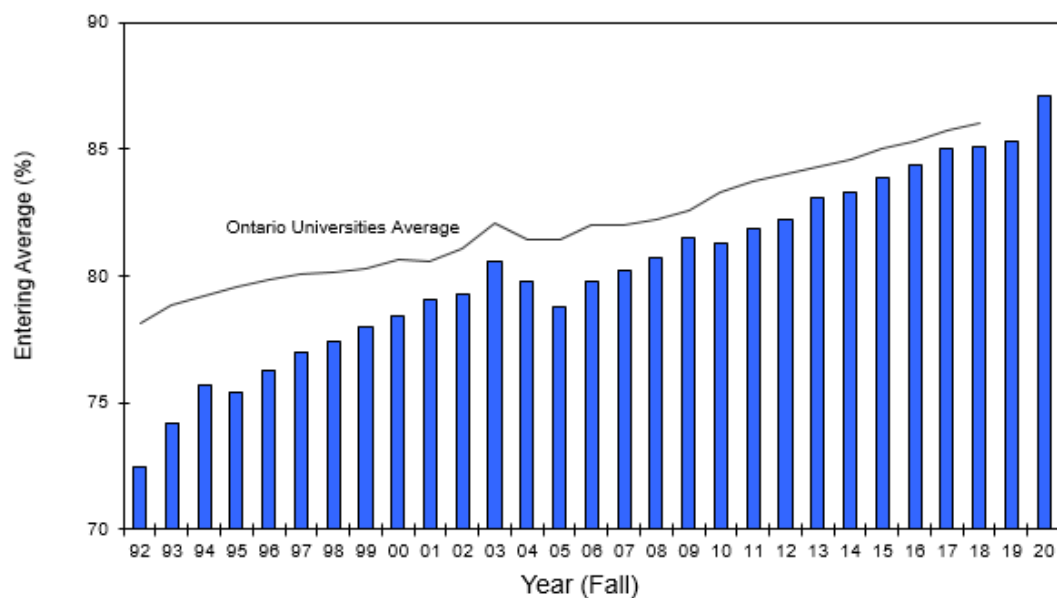
**National Survey of Student Engagement: Engagement Indicator Scores and Comparisons**



Source: National Survey of Student Engagement 2020 (triennial)

**Figure 1.3****Applications : Registrants Ratio**

Source: Ontario Universities' Application Centre

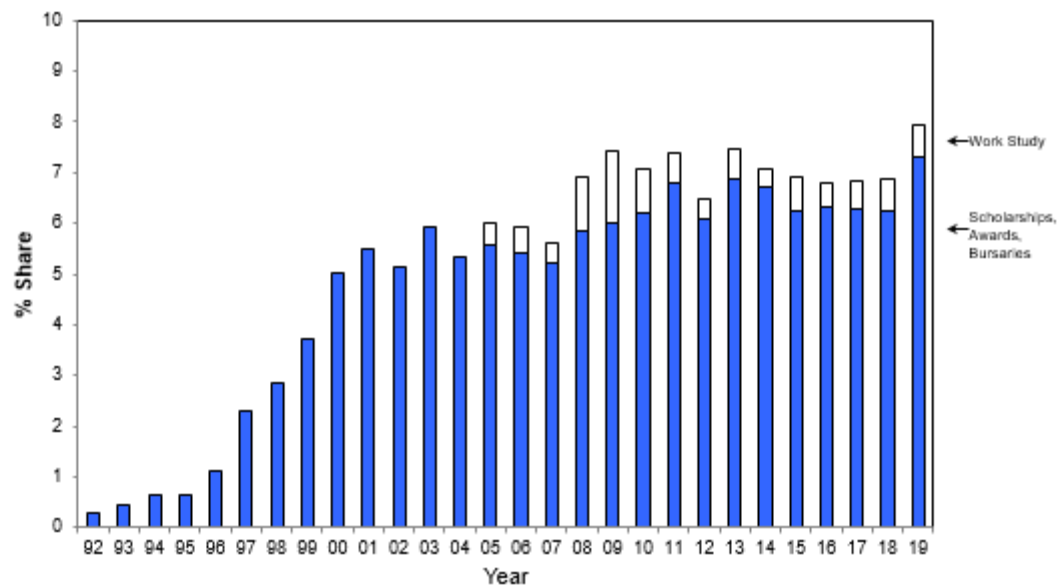
**Figure 1.4****Mean Entering Average from Secondary School**

Source: Ontario Universities' Application Centre; Ryerson Student Information System



Figure 1.5

## Scholarships and Bursaries as Share of Total Operating Expenditures



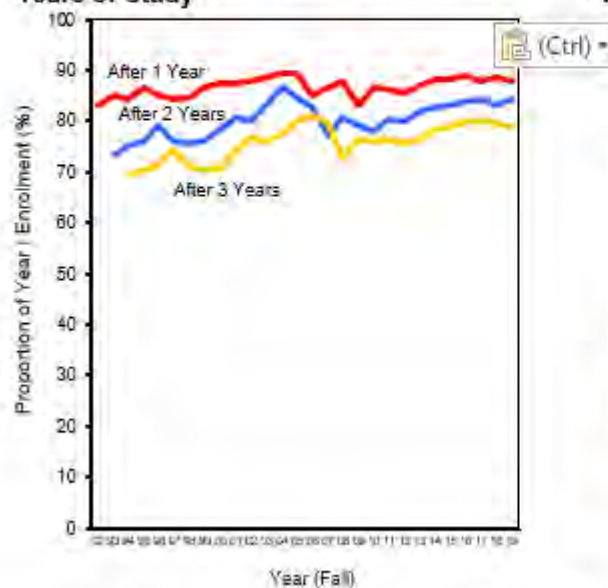
Work Study component shown as white bars beginning in 2005-06.

Note: Fiscal year beginning in year shown.

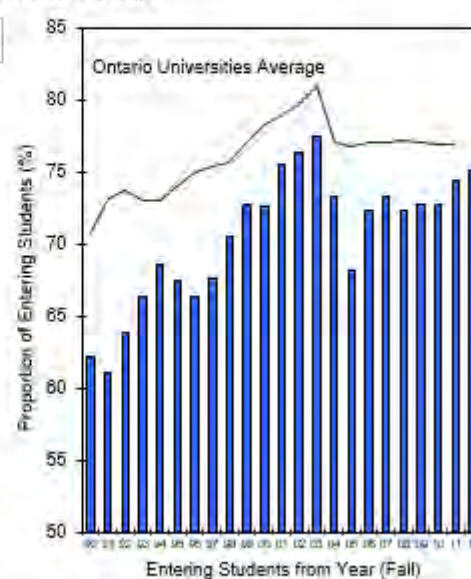
Sources: Ryerson Financial Services data

Figure 1.6

## % of Students Retained in any program from Year 1 After 1, 2 and 3 Years of Study

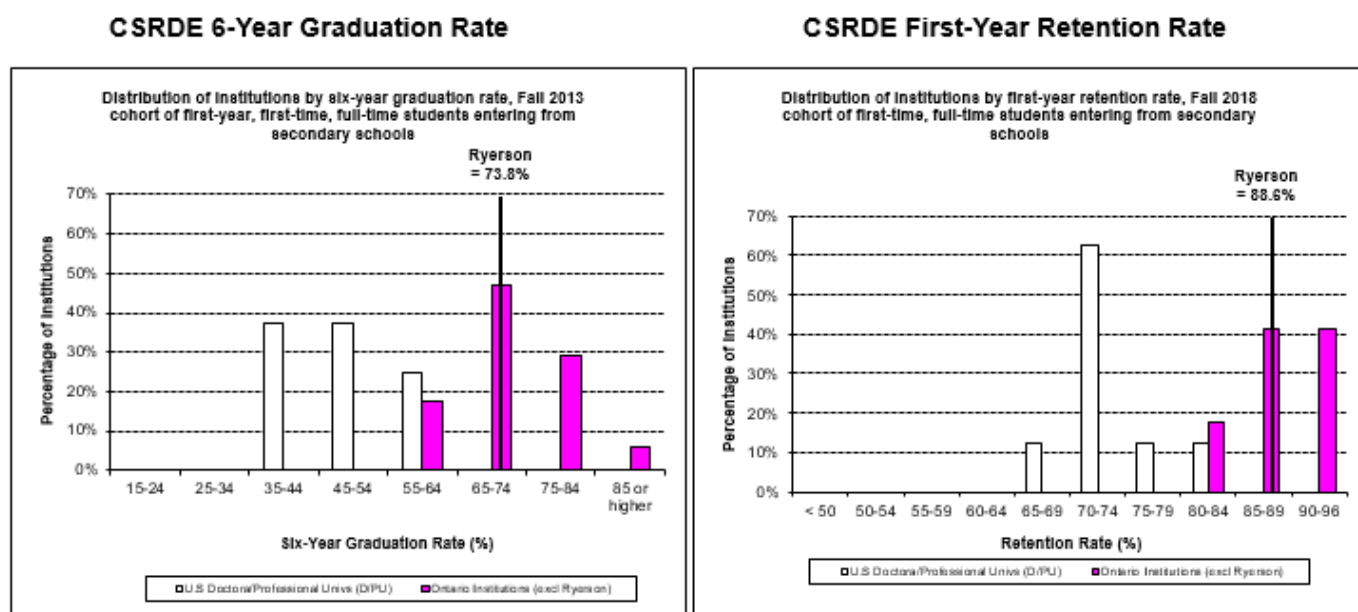


## MCU Calculated Graduation Rate: % of Entering Students Who Graduated Within 7 Years



Sources: Ryerson Student Information System; Ministry of Colleges and Universities

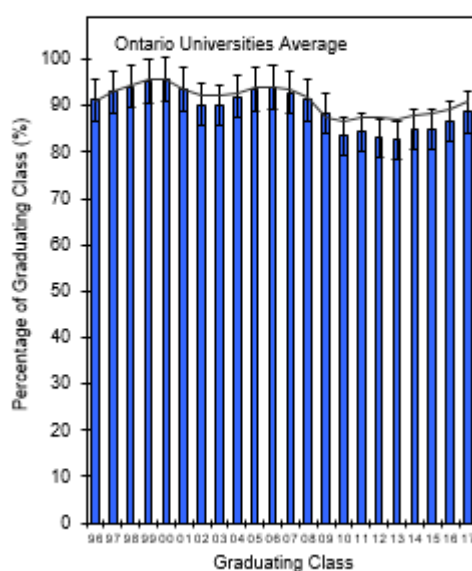
Figure 1.7



Source: Consortium for Student Retention Data Exchange (CSRDE)

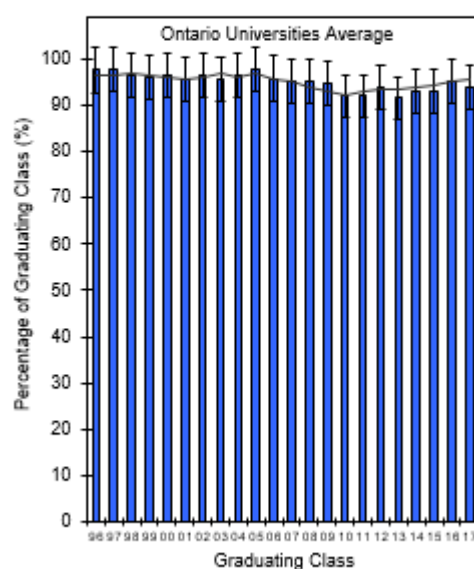
Figure 1.8

## MCU Employment Rate: 6 Months After Graduation



Source: Ministry of Colleges and Universities

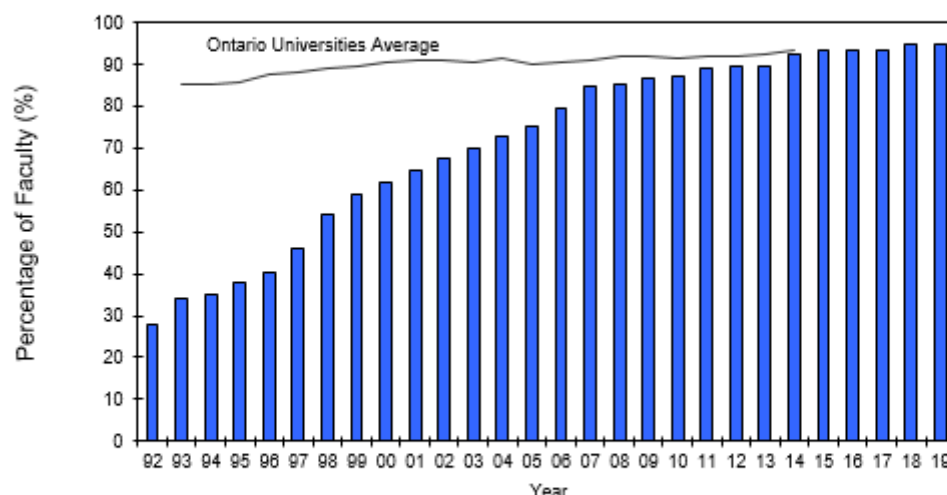
## MCU Employment Rate: 2 Years After Graduation



Error bars indicate estimated magnitude of statistical sampling error.

Figure 1.9

## Percentage of Faculty with Doctoral Degrees

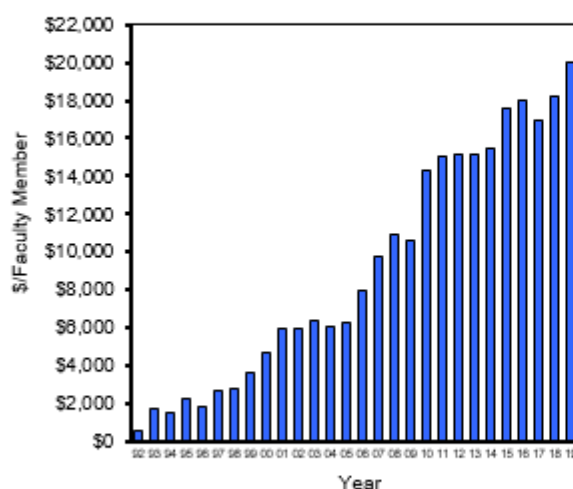


Note: To reflect traditional terminal degrees, beginning with 1994 excludes faculty teaching law in Business Management or Environmental Health; and also excludes faculty in the following disciplines: Communication and Design (except Professional Communication), Architectural Sciences, Landscape Architecture, and Nursing; Hospitality and Tourism Management excluded beginning with 1998

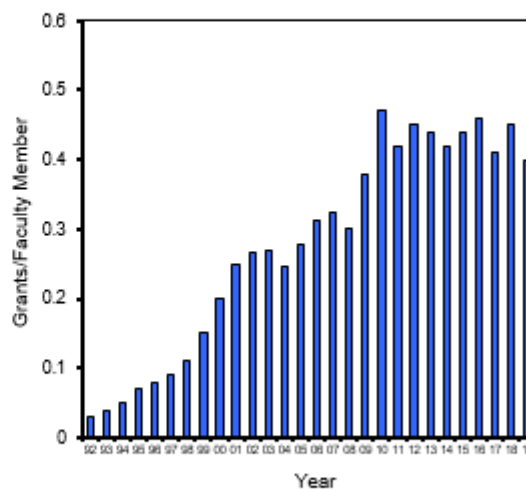
Source: Maclean's Survey of Canadian Universities (prior to 2005-06), Common University Data Ontario, Ryerson Human Resources data

Figure 1.10

## Value of Peer-Adjudicated Research Grants per Eligible Faculty Member



## Number of Peer-Adjudicated Research Grants per Eligible Faculty Member

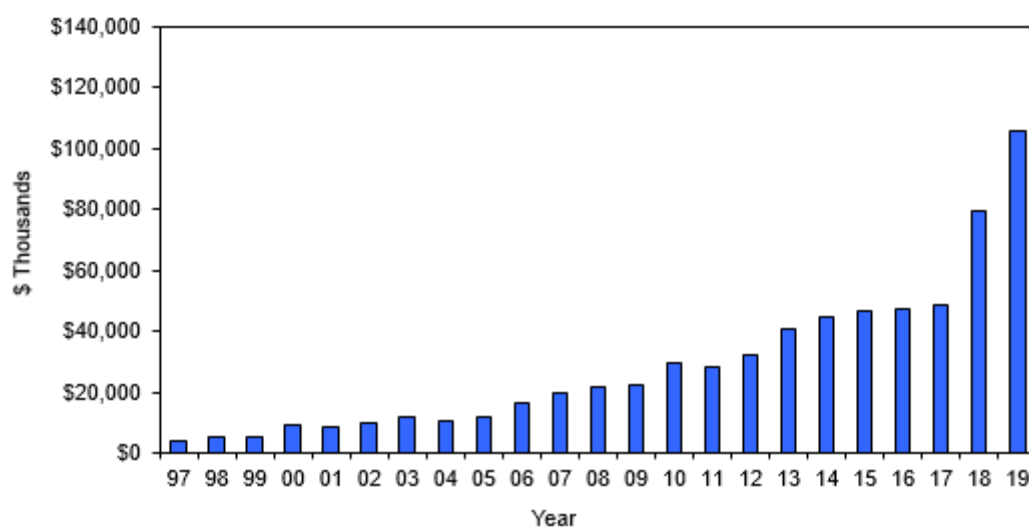


Note: Eligible faculty comprises RFA affiliated with teaching departments (excluding limited-term faculty and excluding CUPE); includes only peer-adjudicated funds dispersed by federal granting agencies and allocated for use within the university excluding general research grants; shows amounts awarded rather than expenditures; fiscal year beginning in year shown

Source: Ryerson Office of the Vice-President Research and Innovation data

Figure 1.11

## Total External Research Funding

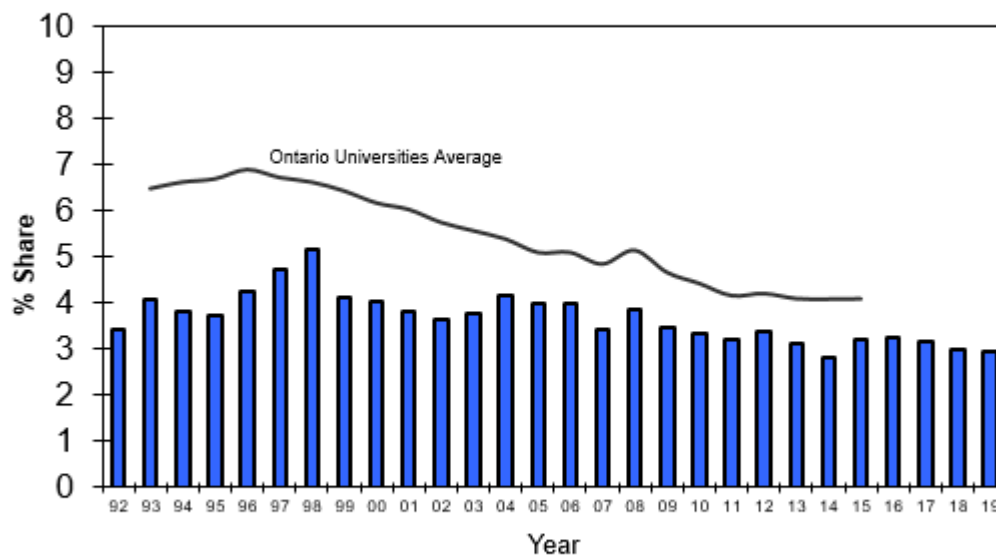


Note: Fiscal year beginning in year shown

Source: Ryerson Office of the Vice-President Research and Innovation

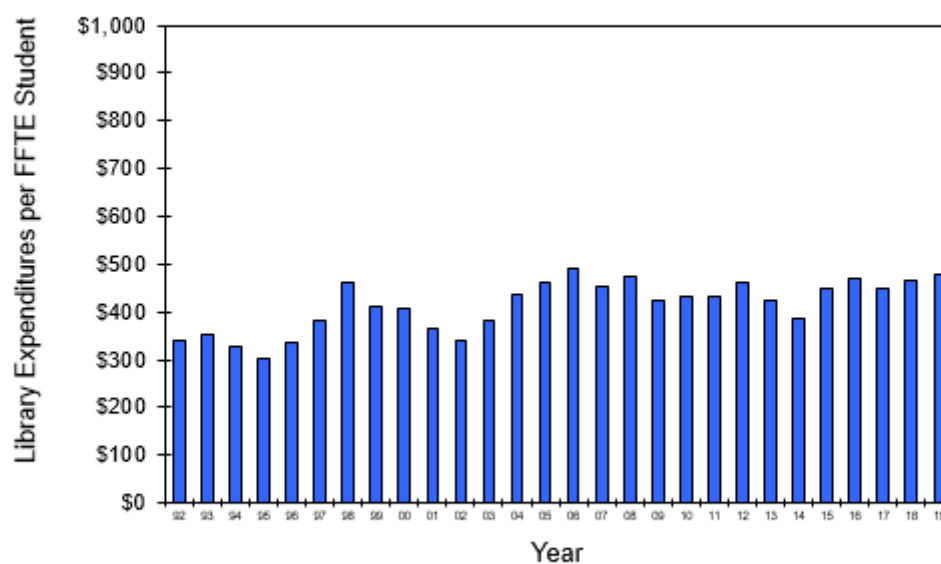
Figure 1.12

## Library Expenditures as Share of Total Operating Expenditures



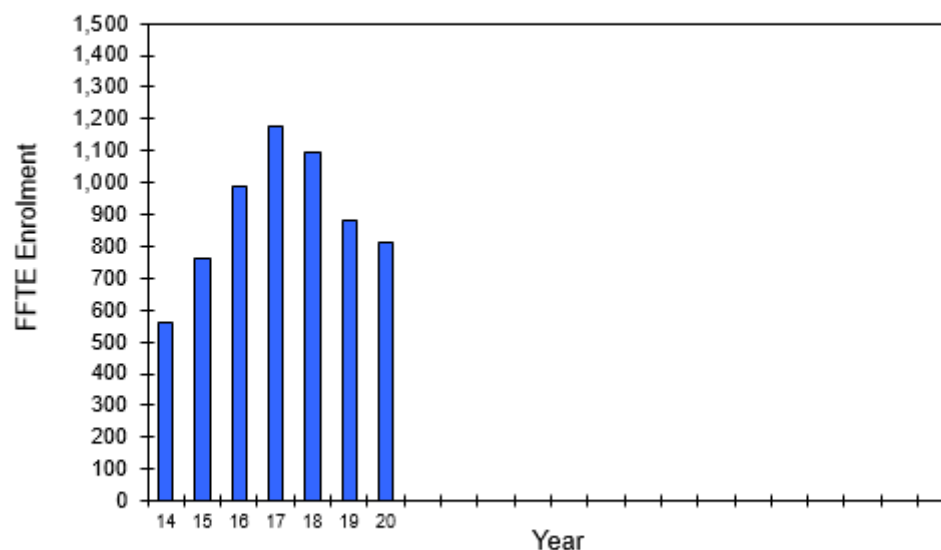
Note: Fiscal year beginning in year shown

Sources: COFO-UO data, Ryerson Financial Services data

**Figure 1.13****Library Expenditures per FFTE Student**

Note: Fiscal year beginning in year shown

Sources: Ryerson Financial Services data; Ryerson Student Information System

**Figure 1.14****Zone Learning Enrolment (FFTE)**

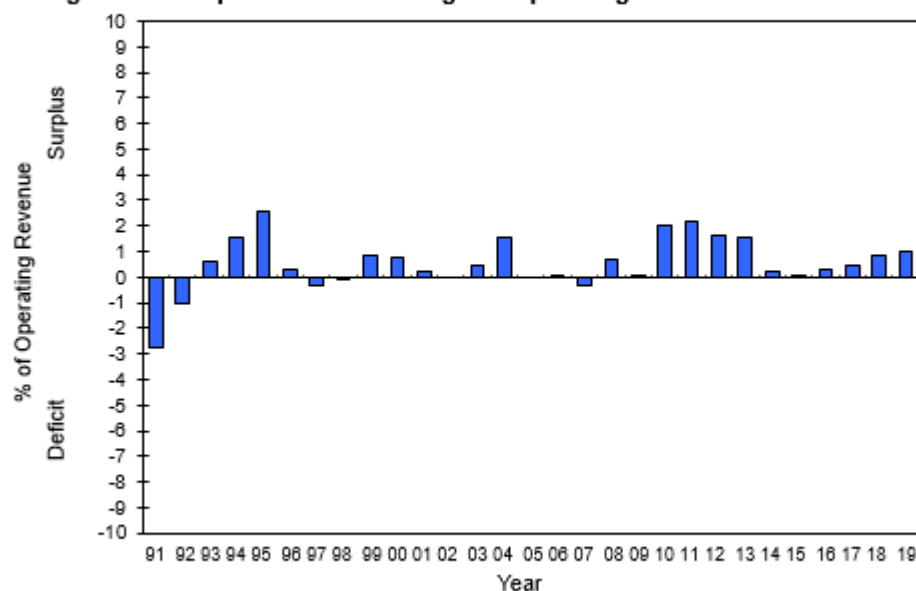
Note: Zone Learning registrant fiscal full-time equivalent enrolment (FFTE). Includes Zone registrants in Digital Media Zone (DMZ) and other Zones, including those being operated on a pilot basis.

Source: Ryerson Student Information System



Figure 2.1

## Operating Deficit/Surplus as a Percentage of Operating Revenue

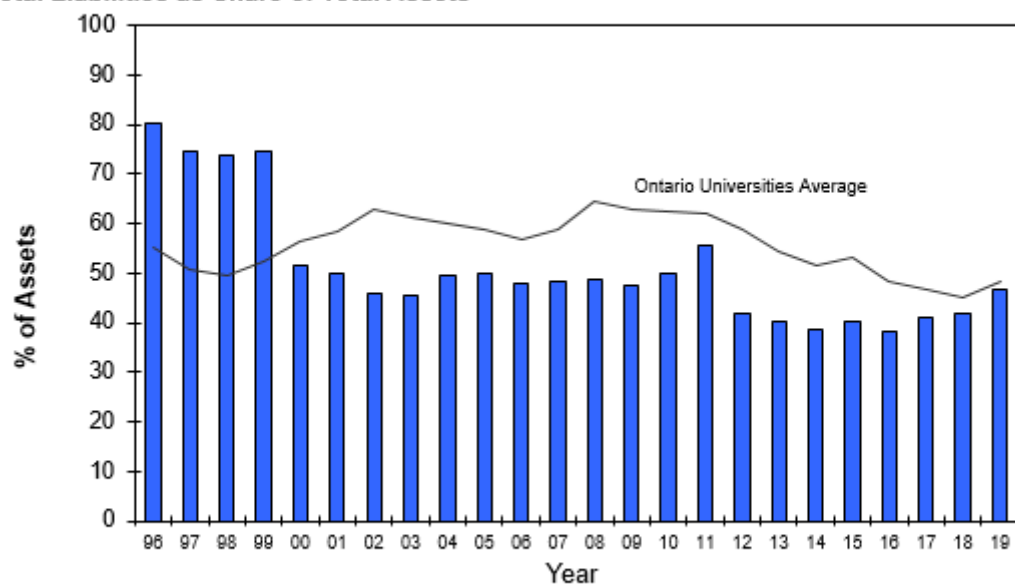


Note: A balanced budget is shown by the absence of a bar on the zero line; fiscal year beginning in year shown. In 2007-08, the small operating deficit shown is caused by spending of carryforwards from prior years.

Source: Audited Financial Statements

Figure 2.2

## Total Liabilities as Share of Total Assets

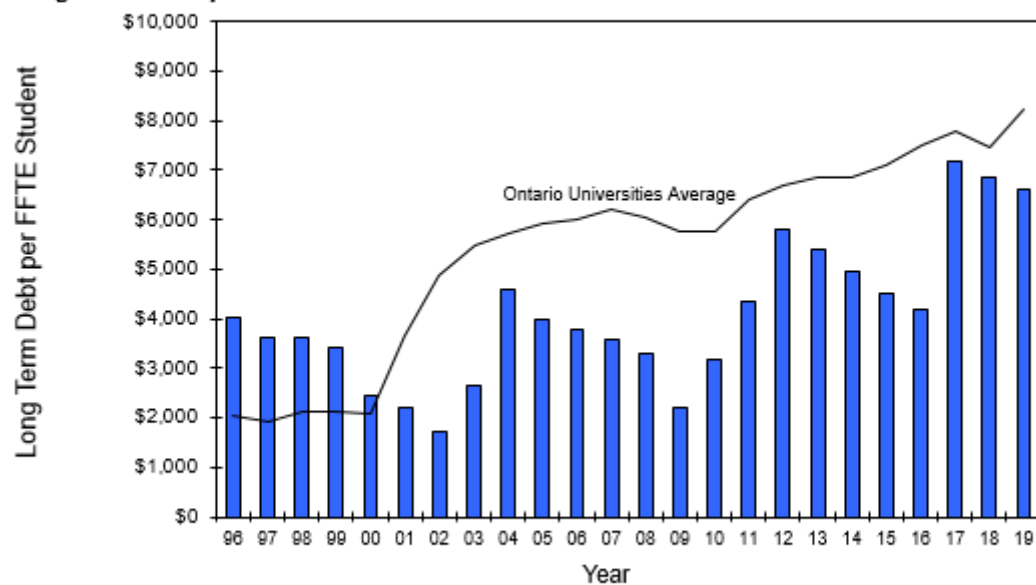


Note: Comparators exclude data for UOIT; fiscal year beginning in year shown

Source: Audited Financial Statements

Figure 2.3

## Long Term Debt per FTE Student

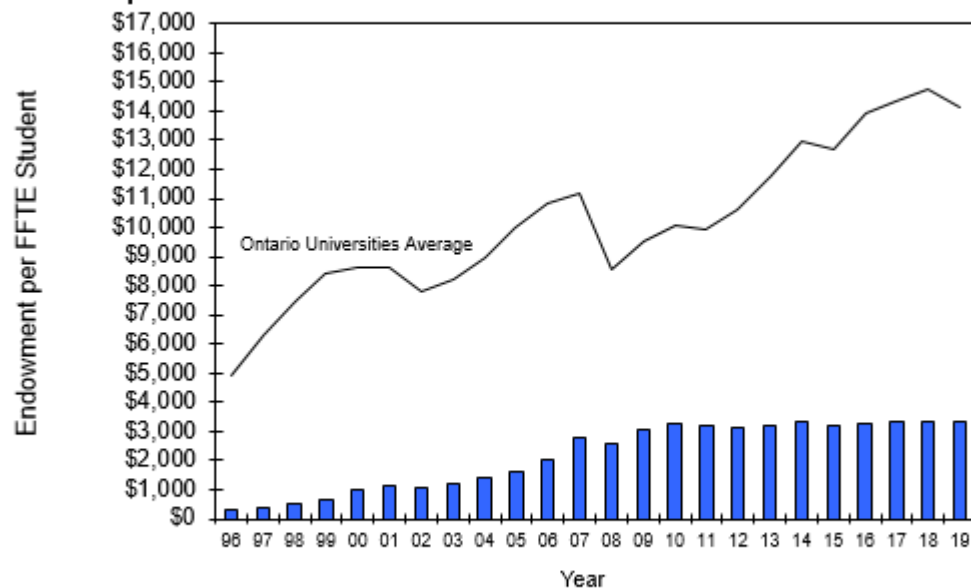


Note: Comparators exclude data for UOIT; FTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.4

## Endowment per FTE Student

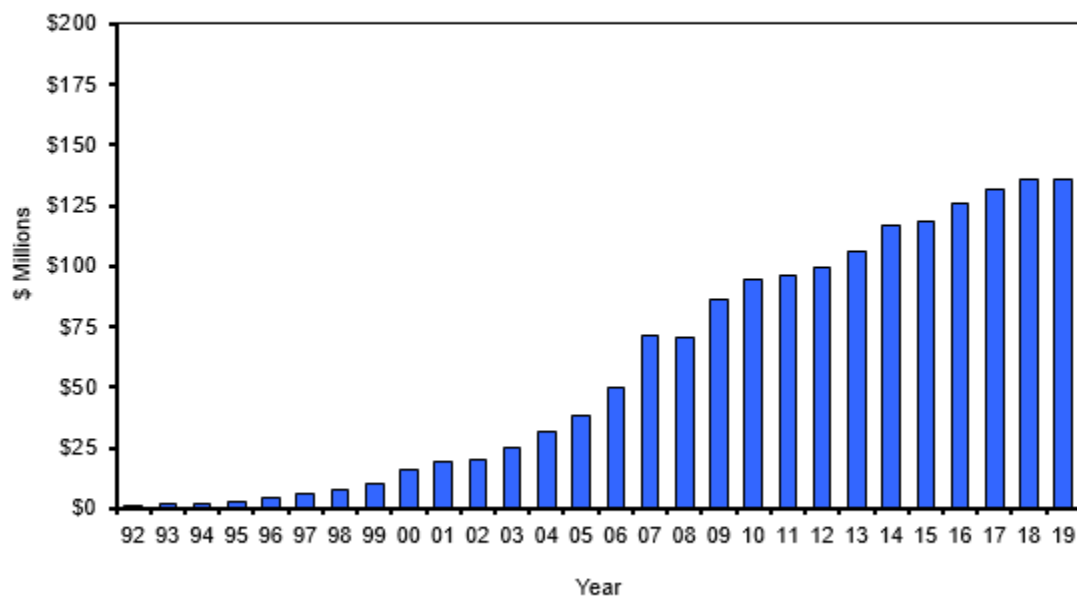


Note: FTE includes students eligible and ineligible for funding; fiscal year beginning in year shown

Sources: Audited Financial Statements; Council of Ontario Universities

Figure 2.5

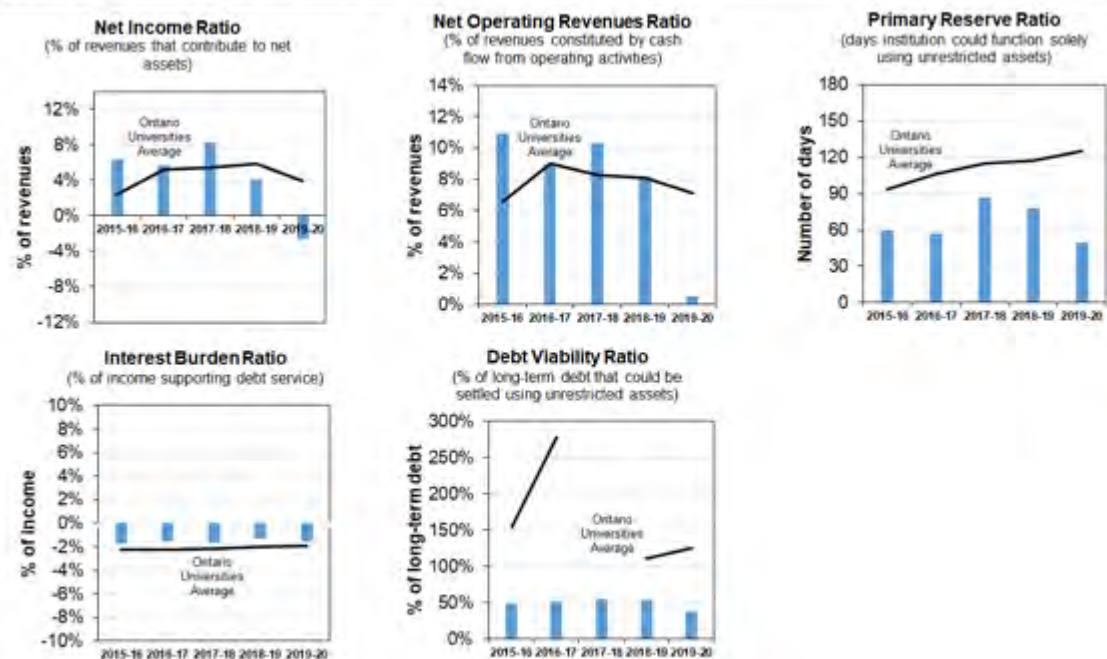
## Ryerson University Endowment Fund



Note: Fiscal year beginning in year shown

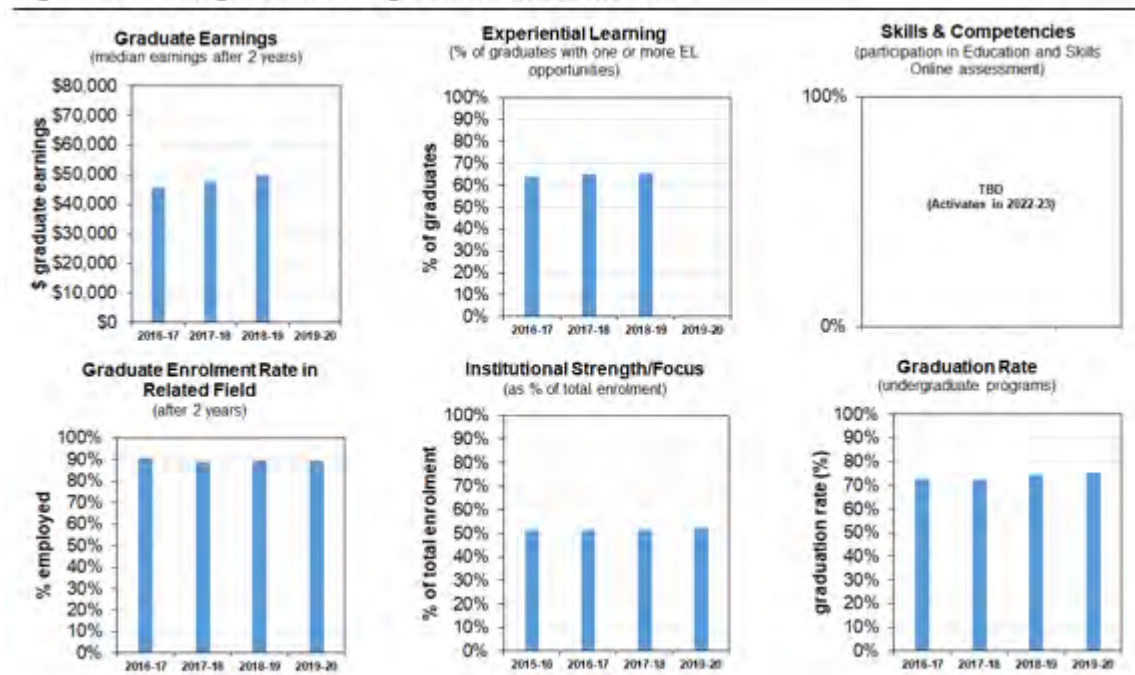
Source: Audited Financial Statements

Figure 2.6 Financial Capacity Ratios



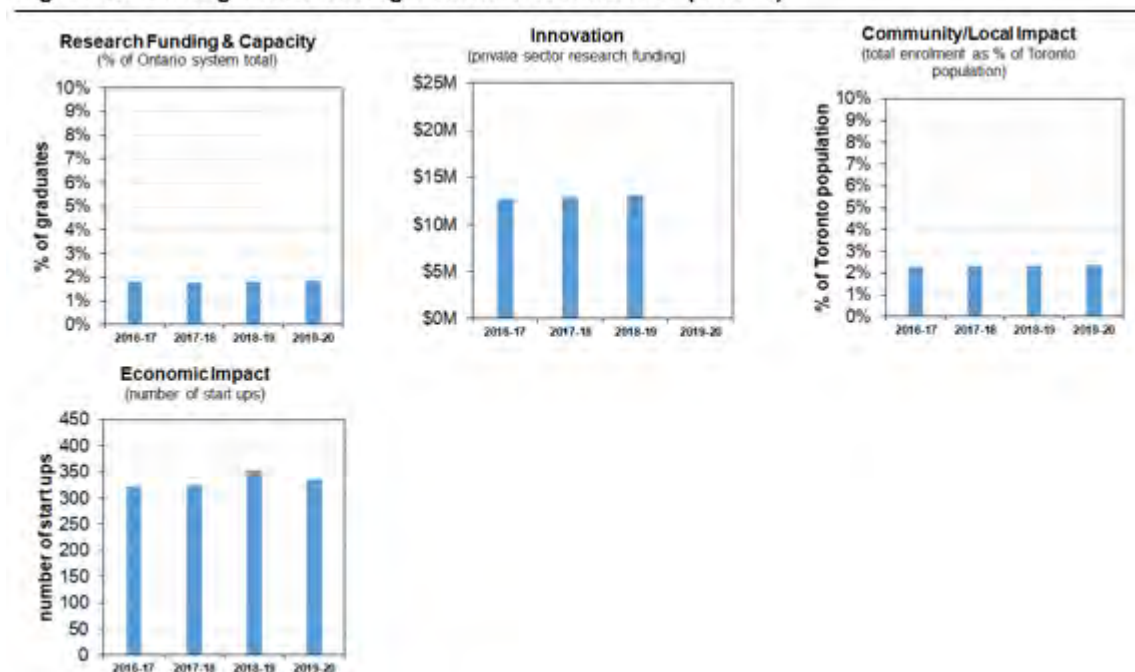
Source: Council of Ontario Universities

Figure 2.7 Strategic Mandate Agreement SMA3 Metrics



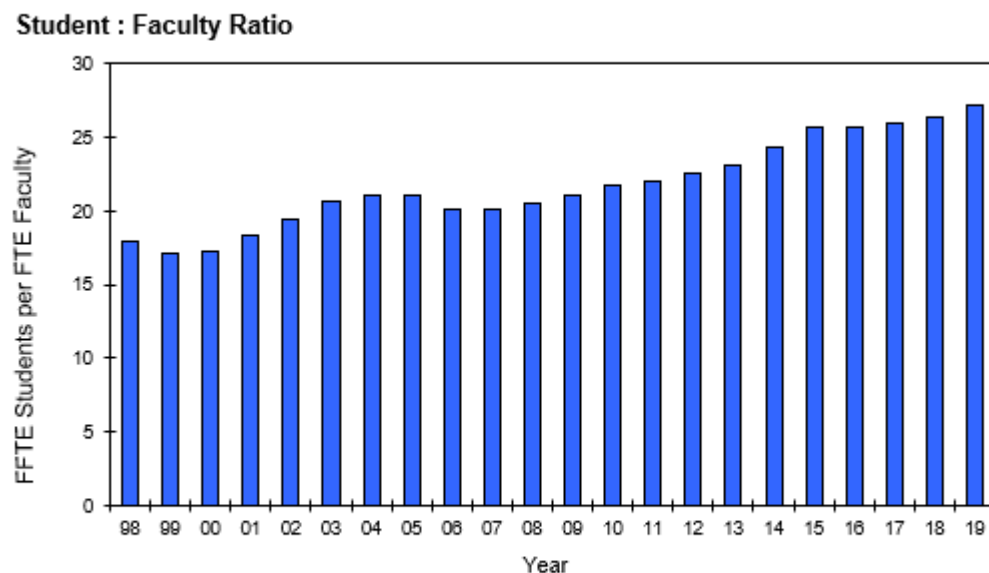
Source: Ministry of Colleges and Universities

Figure 2.7 Strategic Mandate Agreement SMA3 Metrics (Cont'd)



Source: Ministry of Colleges and Universities

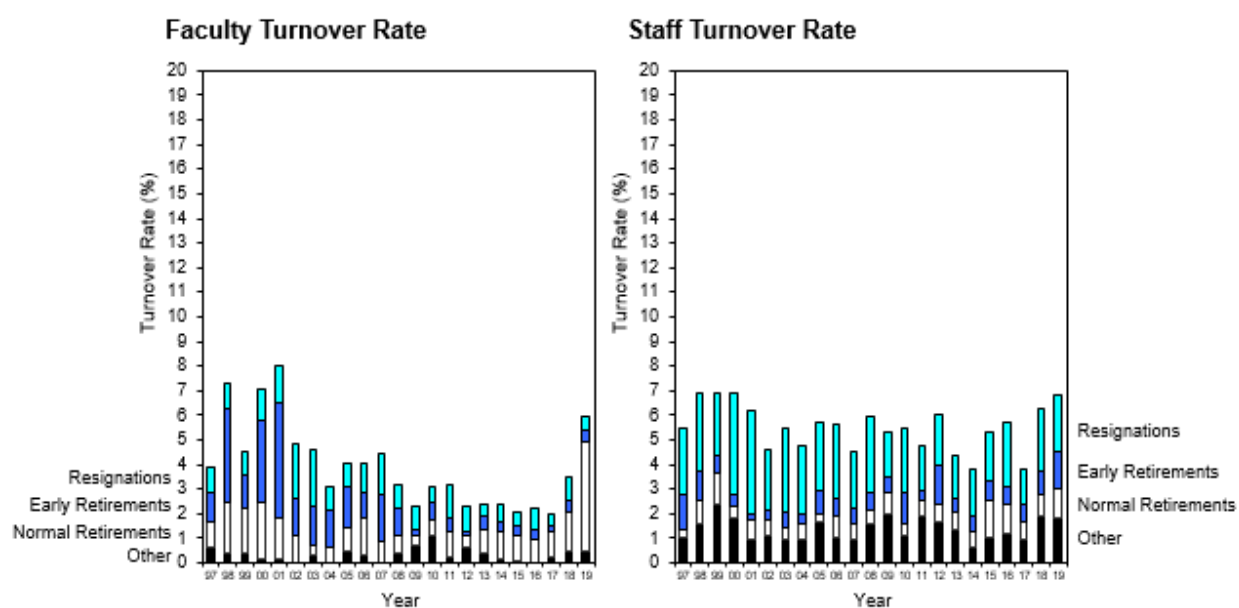
Figure 3.1



Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; excludes students and faculty in Continuing Education Division

Sources: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.2

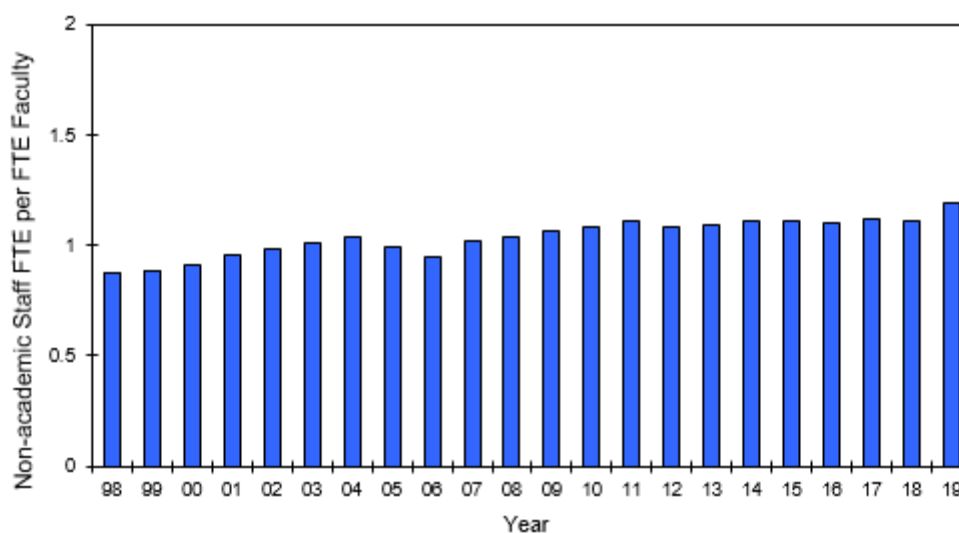


Note: Faculty turnover rate calculated across tenure-stream faculty; staff turnover rate calculated across all full-time career and partial year employees in OPSEU Local 596, MAC Group, and CUPE Local 233; "Other" includes redundancies, deaths, and terminations; fiscal year beginning in year shown

Source: Ryerson Human Resources data



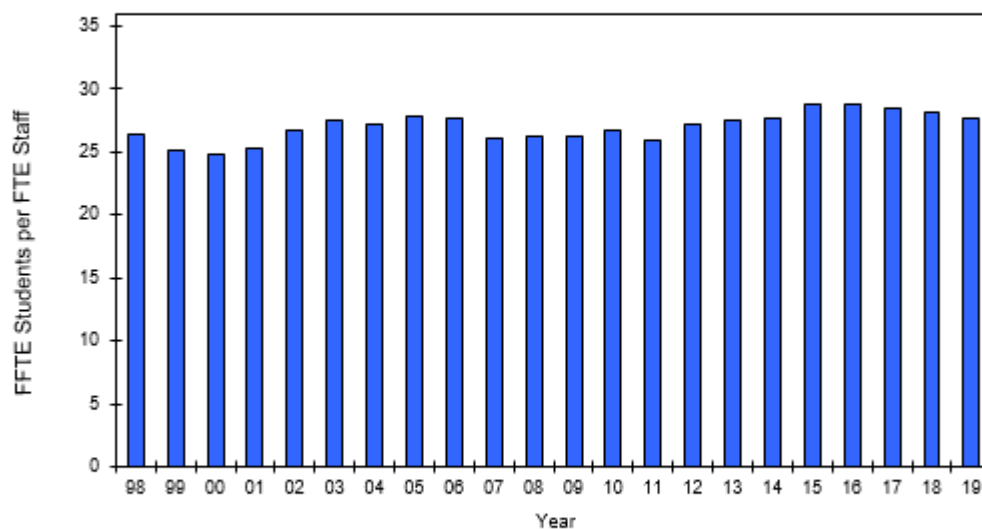
Figure 3.3

**Staff : Faculty Ratio**

Note: Faculty comprises RFA affiliated with teaching departments and full-time equivalent (based on academic course hours) CUPE positions; the staff FTE includes Continuing Education FTE but the faculty count does not.

Source: Ryerson Human Resources data

Figure 3.4

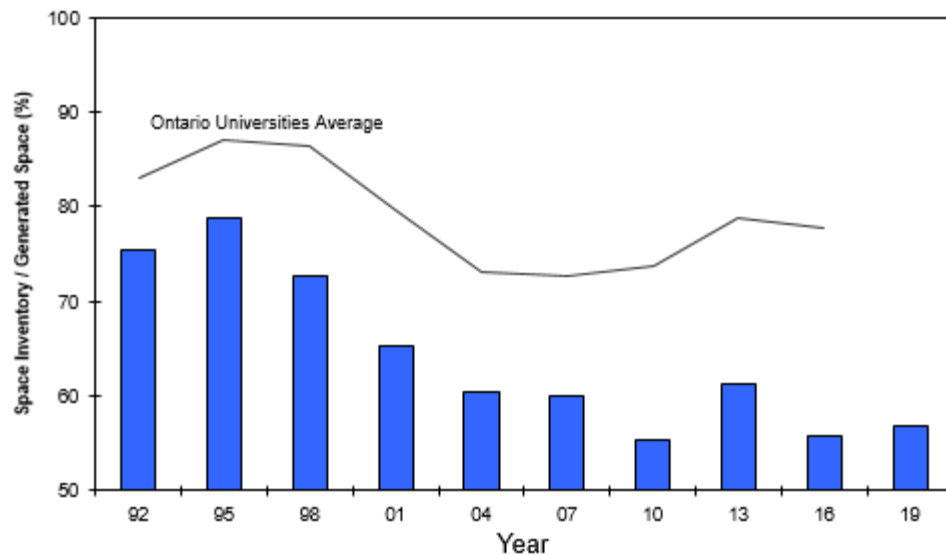
**Student : Staff Ratio**

Note: Staff FTE and FFTE Students both include Continuing Education Division

Source: Ryerson Student Information System; Ryerson Human Resources data

Figure 3.5

### Actual Space Inventory versus Space Guidelines Calculated by Council of Ontario Universities

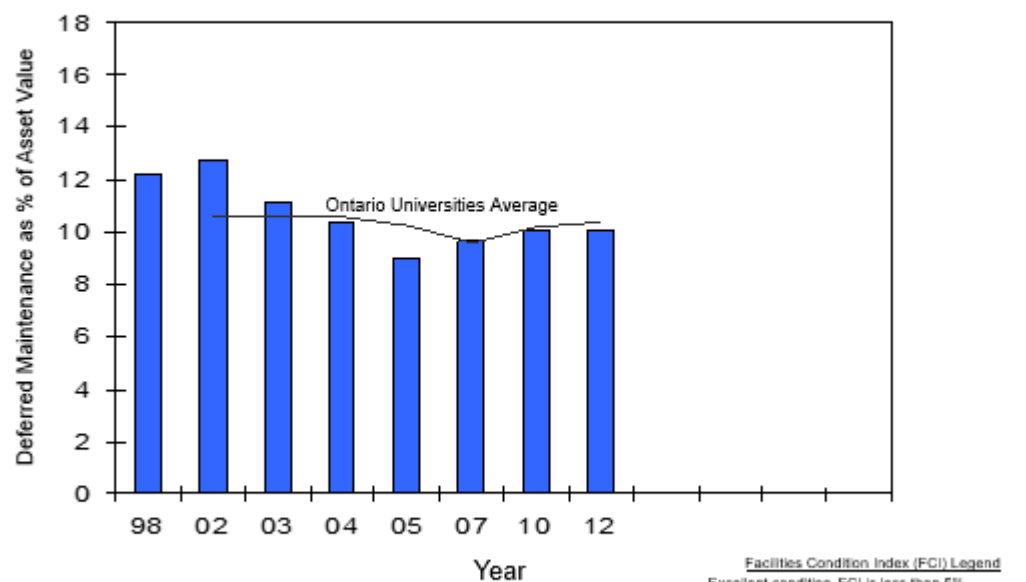


Note: Space guidelines as generated by Council of Ontario Universities Building Blocks method.

Source: Council of Ontario Universities (triennial)

Figure 3.6

### Facilities Condition Index (Deferred Maintenance / Current Asset Value)



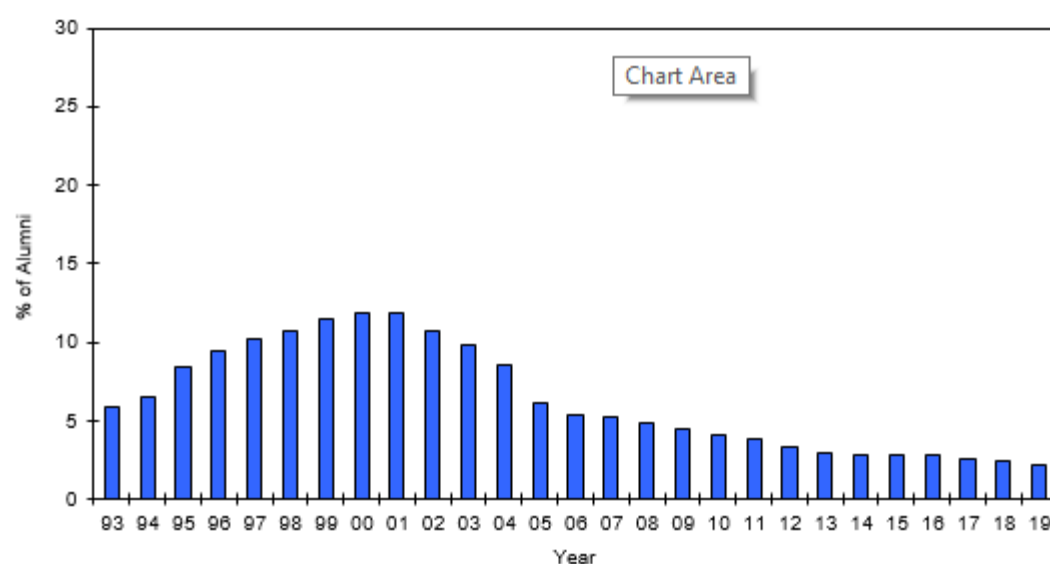
Note: Council of Ontario Universities did not calculate a Facilities Condition Index for 2008, 2009 or 2013.

Source: Council of Ontario Universities; Ryerson Facilities Management and Development (for 1998)

**Facilities Condition Index (FCI) Legend**  
 Excellent condition FCI is less than 5%  
 Fair condition FCI is between 5% and 10%  
 Poor condition FCI is greater than 10%

Figure 4.1

## Percentage of Alumni Who Made a Donation to University

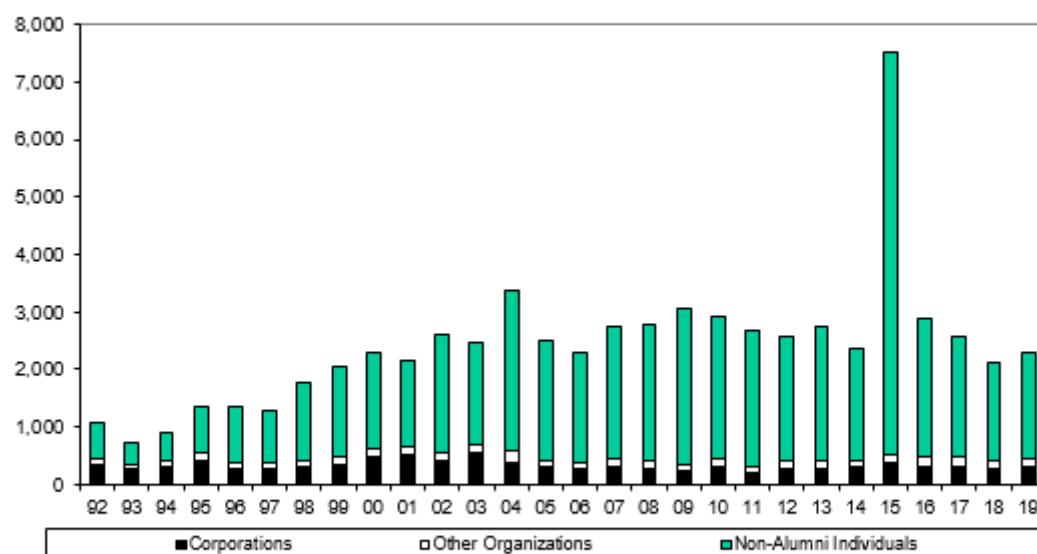


Note: Counts alumni who made a donation during the preceding five-year period for each year shown

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations

Figure 4.2

## Annual Number of Non-Alumni Donors

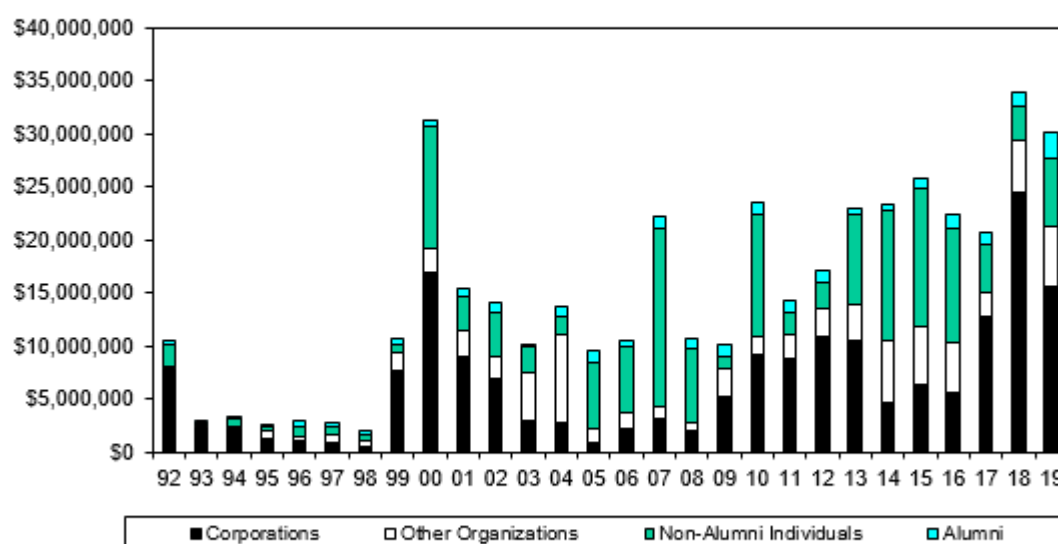


Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for 4,946 (2015-16), 604 (2016-17), and 6 (2017-18) non-alumni individual donors.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations

Figure 4.3

## Annual Level of Donation Commitments

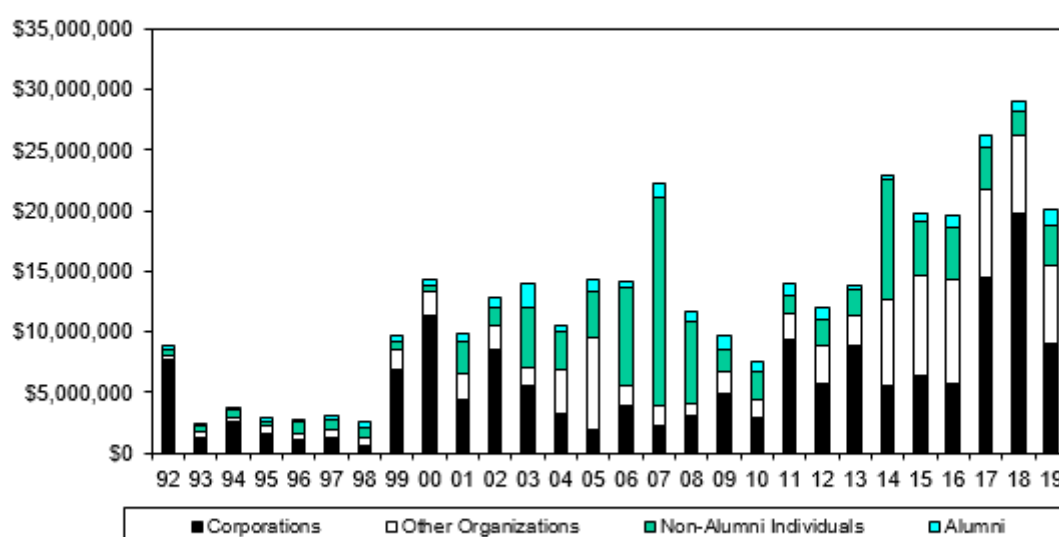


Note: Includes donation commitments in cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations; full value of multi-year commitments reported in the fiscal year in which commitment first made. Lifeline Syria initiative accounted for \$3.57 million (2015-16), \$0.42 million (2016-17), and \$38,040 (2017-18) from non-alumni individuals.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations

Figure 4.4

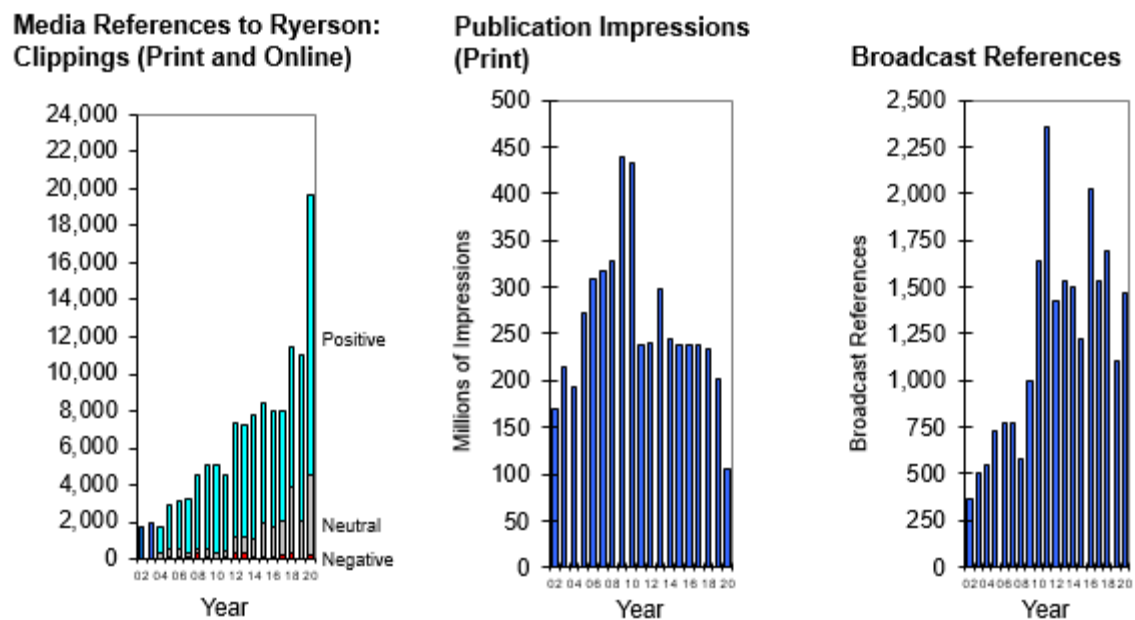
## Annual Level of Donations Received



Note: Includes payments by cash, cheque, credit card, payroll deductions, securities, and gifts in kind; other organizations includes associations/societies, foundations and organizations. Lifeline Syria initiative accounted for \$3.01 million (2015-16), \$0.54 million (2016-17), \$29,205 (2017-18), and \$25,000 (2018-19) from non-alumni individuals.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations

Figure 4.5



Note: As of 2008, online clippings began to be tracked in addition to print clippings to reflect a shift occurring in the media landscape from print publications to online; impressions are calculated as a publication's circulation multiplied by the number of clippings; FP Infomart was engaged as Ryerson's clip provider in 2005 and uses a somewhat different database of sources than was the case previously.

Source: Ryerson Office of the Vice-President University Advancement and Alumni Relations